



U. S. COAST GUARD COMPETENCY MANAGEMENT SYSTEM MANUAL



COMDTINST M5300.2



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Ref: (a) Personnel Manual, COMDTINST M1000.6 (series)
(b) Personnel Resources and Reprogramming Manual, COMDTINST M5312.13 (series)
(c) Personnel and Pay Procedures Manual, PSCINST M1000.2 (series)
(d) Mandatory Use of the Training Management Tool, COMDTINST 5270.2. (series)

1. PURPOSE. This Manual establishes policy and doctrine, and outlines specific practices and procedures for the employment of the Coast Guard's Competency Management System.
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, Judge Advocate General and special staff offices at Headquarters shall ensure compliance with the provision of this Manual. Internet release authorized.
3. DIRECTIVES AFFECTED. The Enlisted Qualification Codes Manual, COMDTINST M1414.9A is cancelled.
4. DISCUSSION.
 - a. The Competency Management System is a vital component of the Coast Guard's ongoing effort to improve the capabilities of its Human Resource Management System. At the most basic level, the Competency Management System assists decision makers in better understanding the demands of Service and job requirements, and the supply of people available to meet those demands. It provides a clear picture of the links that connect the highest-level organizational strategic objectives to the work an individual member assigned to a specific unit performs. Through the accurate collection and management of competency data, the system improves operational performance while preserving the agility and flexibility for which the Service's personnel management system is known.

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- b. It is our duty as leaders and good stewards of the Coast Guard's resources to do everything possible to ensure our people understand the requirements of their specialty, subspecialty, rating and/or job. Furthermore, it is our duty to ensure they are well trained and prepared to meet those requirements. A formal Competency Management System provides both an excellent method to track the knowledge, skills, abilities, education, and experience required of specific positions and a method of accounting our workforce's ability to meet Service requirements. Our desired end state is an integrated human resource system that allows the Coast Guard to frame manpower requirements as well as recruit, train, distribute, and professionally mature our personnel based on a common competency framework.
5. The instrument that ensures the success of the Competency Management System is a comprehensive, flexible data management system. Direct Access (DA) is the primary system the Coast Guard uses to store and manage competency data. This Manual provides specific, detailed information regarding the use of DA to support Competency Management. The Training Management Tool (TMT) <http://intradb01.osc.uscg.mil/systems/sysweb.asp?system=8>, and the Aviation Logistics Management Information System (ALMIS) <http://cgweb.almis.uscg.mil> are also key elements of the system as they provide the direct means by which many users will capture certain types of competency data for reporting into the system.
6. There is a close relationship between the Competency Management System and the Readiness Management System (RMS). The RMS is made up of various related processes and systems used by the Coast Guard to determine overall Service readiness. Direct Access provides the Competency information and other critical personnel information to RMS.
7. PROCEDURES.
 - a. The Competency Management System is designed to apply to both positions and personnel in all segments of the workforce (military active and reserve, civilian, and Auxiliary). To ease implementation and balance the short-term workload, full attainment of the system will be achieved through a three-phased, multi-year approach. In the first phase the system will be applied to all military positions and members, both active and reserve. The second phase will include the civilian work force, and the third, and final, phase will embrace the Auxiliary.
 - b. As presently written, the Manual addresses the policy, doctrine, and procedures for Phase One only. Updates to this Manual will be published at the beginning of Phases Two and Three as the other workforce components are addressed.
 - c. The Competency Management System is described in three parts. This directive, part I, describes and prescribes the doctrine for the Competency Management System. The second part is also a directive, Officer Corps Management System, which outlines and describes officer specialties and subspecialties. The third part is the Competency Dictionary. The Competency Dictionary is a dynamic online database that contains a list and description of every approved competency in the system
8. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. Environmental considerations were examined in the development of this Manual and have been determined not to be applicable.

9. FORMS/REPORTS. The following Coast Guard forms, Request to Assign Competencies, Education, or Officer Specialty to a Position, CG-5311 and Request to Create, Change, or Inactivate a Competency, CG-5311A are available in Adobe® Acrobat Portable Document Format (PDF) on SWIII or the Coast Guard Electronic Forms web site; Intranet: <http://cgweb.uscg.mil/g-c/g-ccs/g-cit/g-cim/forms2/welcome.htm> or Internet: <http://www.uscg.mil/ccs/cit/cim/forms1/welcome.htm>.

K. T. VENUTO /s/
Assistant Commandant for
Human Resources

RECORD OF CHANGES

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List of Acronyms

ACRONYM	DEFINITION
ADT	Active Duty for Training
AEP	Advanced Education Program
ALMIS	Aviation Logistics Management Information System
AO	Assignment Officer
AOR	Area of Responsibility
ASVAB	Armed Services Vocational Aptitude Battery
CAC	Central Assignment Coordinator
CG-1	Assistant Commandant for Human Resources
CG-102	Office of HR Information Services
CG-132	Office of Training, Workforce Performance and Development
CG-1B1	Future Force
CG-833	Office of Resource Management, Personnel Allowance Division
CGPC	Coast Guard Personnel Command
CGRC	Coast Guard Recruiting Command
CO	Commanding Officer
CMSA	Competency Management System Administrator
DA	Direct Access
EERS	Enlisted Employee Review System
fot/pf	Force Optimization and Training
G-OCU	Office of Cutter Forces
GWIS	Global Workforce Inquiry Solution
HR	Human Resources
IAP	Integrated Accession Plan
IDP	Individual Development Plan
IDT	Inactive Duty Training
ISC	Integrated Support Command
OER	Officer Evaluation Report
OES	Officer Evaluation System
OIC	Officer In Charge
OOD	Officer of the Deck
OSF	Officer Support Form
OSM	Officer Specialty Manager
PAA	Personnel Allowance Amendment
PAL	Personnel Allowance List
PERSRU	Personnel Reporting Unit - see SPO
PM	Program Manager
POAM	Plan of Action and Milestones
POC	Point of Contact
PPPM	Personnel and Pay Procedures Manual
PQS	Personnel Qualification Standard

List of Acronyms, (continued)

ACRONYM	DEFINITION
PSC	Personnel Service Center
RELAD	Release from Active Duty
RFA	Request for Analysis
RFMC	Rating Force Master Chief
RMS	Readiness Management System
SPO	Servicing Personnel Office (formerly PERSRU)
TAB	Training Allowance Billet
TMT	Training Management Tool
XO	Executive Officer
XPO	Executive Petty Officer

Chapter 1 - Competency Management System Overview

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CHAPTER 1. COMPETENCY MANAGEMENT SYSTEM OVERVIEW

A. Purpose of the Competency Management System.

1. What is a competency? Simply put, a competency is the job-related knowledge, skills, abilities, and personal attributes that a person exercises while performing the business of any given position. The Competency Management System is an organized and structured group of related processes that include the establishment and modification of competencies, the assignment of competencies to positions, the recording of competencies earned by members, the collection and organization of competency data and information, including its display, data compilation, and use of the competency information in personnel management decisions. The formal definition of a competency is:

“A collection of tasks with the associated skills, knowledge, abilities, and wherewithal (tools, methods, information, doctrine, procedures, materials, etc.) needed to perform the tasks to a predetermined, measurable, performance standard. The tasks are usually related as parts of a larger process in support of or contributing to the goals of the organization, unit, or work group.”

2. The Competency Management System serves a variety of purposes:
 - a. The Competency Management System supports Coast Guard management activities that require accurate information on position requirements and workforce capabilities. Human Resources (HR) Management activities exist to meet the needs of the Service through its people, thereby increasing Service readiness and effectiveness.
 - b. The Competency Management System links and aligns interdependent HR system components with the Coast Guard’s strategic direction and mission requirements. Figure 1-1 illustrates:
 - (1) In a vertical dimension, alignment must exist among the strategic goals and missions of the organization, the Coast Guard resources and support/operational activities that support those goals, and the people that perform those activities.
 - (2) In a horizontal continuum, alignment must exist between the processes that identify personnel requirements and the HR processes of accessions, individual development, assignments, evaluations, promotions, and separations. This horizontal linkage is described in Chapter 3.
 - c. The Competency Management System improves the Service’s ability to supply the right number of trained and qualified people to perform the Coast Guard’s varied duties, and allows them to assume greater responsibility and authority over time.

- d. The Competency Management System supports individual members by providing accurate and real time information related to qualifications, career planning, training justification, and promotion/advancement expectations.

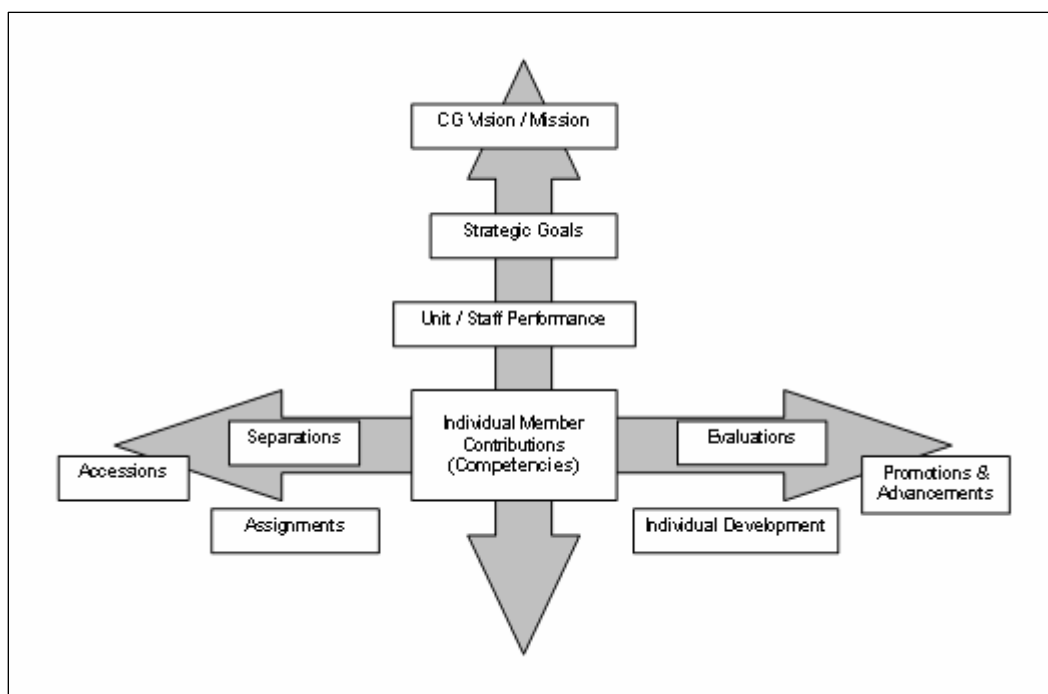


Figure 1-1. Human Resource Management Linkage and Alignment

- e. The Competency Management System promotes active comparison between the competencies required by positions (demand) and the competencies held by members (supply). Information from this comparison helps make personnel management decisions to reduce gaps between the requirements and the capabilities across the Service and over time.
- f. The comparison between the competencies required by positions and the competencies held by members provides an indication of readiness. As such, the Competency Management System is connected with the Readiness Management System (RMS), specifically the Personnel and Training dimensions of RMS.
3. The full benefit of the Competency Management System will be realized when competencies are aligned with organizational requirements, captured for mission needs (demand) and every member's competencies are recorded and maintained. The Coast Guard can then identify gaps and overlaps by tracking the rate at which competencies are acquired (through accessions, individual development, assignments, evaluations and promotions) and the rate at which competencies are lost (through attrition and separations). As well as identify requirements and costs for new missions. Such a result will be a primary and unifying focus of all HR Management activities.

B. Competency Management System Architecture.

- Figure 1-2 displays the integrated competency architecture for the Coast Guard. The architecture places the entire Competency Management System in the context of supply and demand. It shows the linkage between the mission and strategic direction of the organization, the people, and the positions within the organization. The basic idea is that, like any other organization, demand for certain competencies in the Service is based on the nature of the work the organization does. On the other side of the figure, members of the workforce supply competencies, and that supply can be adjusted over time using the HR processes of accessions, individual development, assignments, evaluations, promotions, and separations. Application of information from the Competency Management System in these HR processes is fully described in Chapter 3.

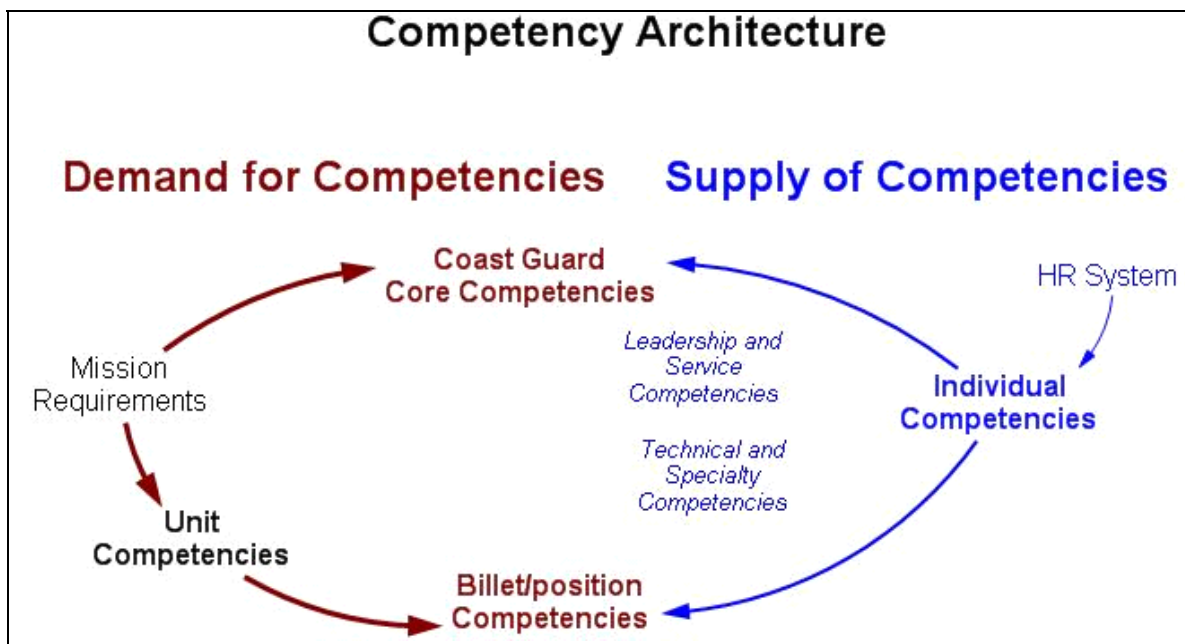


Figure 1- 2. Integrated Competency Architecture for the Coast Guard

- As shown in Figure 1-2, the demand for competencies is driven by mission requirements, and spawns organizational core competencies, unit (or departmental) competencies, and position competencies. On the supply side, competencies reflect a member's inventory of training, education, assignments, and other experiences. The collection of these competencies and accomplishments make up a member's competency portfolio, and also enables the Service to label the member with a particular specialty, subspecialty, or rating. The HR system then matches people to positions based on their portfolio to best support the needs of the Service. A well-maintained competency management system supports all HR processes including accessions, individual development, assignments, evaluations, promotions and separations, by tracking and matching competency demands to workforce capabilities.
- C. Organizational Structure: Roles, Responsibilities, and Authorities. The roles, responsibilities, and authorities in the Competency Management System are shown in Table

1-1 below. These items are discussed in more detail in the procedures listed in Chapters 2 and 3.

Table 1-1. Roles, Responsibilities, and Authorities in the Competency Management System

Responsibility	Applicable Section	Role
CG-1B1	2-C-2 2-D-5	Act as the Competency Management System Administrator (CMSA). Coordinate the establishment, modification, inactivation, and definition of competencies. This includes cross-programmatic coordination when competencies involve more than one Program Manager.
	2-B-2	Establish procedures for data collection, data integrity, and data currency.
	2-C-2	Maintain Competency Dictionary.
	2-C-7	Perform technical and administrative review of Competency Change Forms submitted by Program Managers.
	2-C-7	Return proposed changes that are not in compliance with established procedures to Program Managers.
	2-I-2	Process requests for inactivation of competencies.
CG-102	2-B-2 2-G-2	Publish Direct Access procedures for entering competencies IAW this manual.
	2-H-1	Publish Direct Access procedures for removing competencies IAW this manual.
CG-132	Appendix B	Establish procedures for conducting competency/ performance intervention analysis of items identified by Program Managers in their reviews.
	Appendix B	Assist Program Managers in conducting further analysis.
CG-833	2-B-2 2-B-4	Approve Personnel Allowance List (PAL) changes driven by updated or new competencies that require a rank, grade, specialty, subspecialty or rating change in a given position, or creation of a new position.
Program Managers	2-C-3 2-D-1	Establish and define competencies for positions that fall within their Program.
RFMCs	2-B-2 2-C-7	Review and update competency definitions regularly.
Specialty Force Managers	2-E-1 Encl (2)	Propose changes to competencies by submitting Competency Change Form to Commandant (CG-1B1).
Officer Specialty Managers	Encl (1) 2-F-3 2-F-4	Designate and review requests to designate competencies for positions within their Program.
	2-H-1 3-G-1	Establish and maintain requirements for earning a specific competency.
	2-I-2	Requests to inactivate a competency.

Responsibility	Applicable Section	Role
CGPC	1-B-2	Uses the Competency Management System as a tool to manage assignments, advancements, promotions, separations, and evaluations
Servicing Personnel Offices	2-B-2	Enter individual member competency information into DA when provided with proper documentation and per existing procedures and standards.
Commanding Officers	2-B-2 2-C-8 2-D-2 2-E-5	Propose the establishment of new competencies or changes to existing competencies to Program Managers via chain of command.
	Encl (1) 2-B-2 3-I-1	Review and recommend competency requirements for positions within unit.
	2-G-4	Award competencies earned by members; submit appropriate data entry forms.
	2-H-5 2-H-6	Make decisions concerning removal of previously earned competencies.

D. Key Terms and Definitions. This Manual uses many terms and definitions the reader must understand to gain a full understanding of the Competency Management System. Table 1-2 contains the most important terms used here. A comprehensive list of HR terms and definitions can be found on CG Central, <http://cgcentral.uscg.mil>, search for keyword: TOR.

E. Information Related to the Competency Management System. In addition to the Competencies, the Coast Guard uses Direct Access to record the following information that is used to establish personnel capabilities:

- Education and Degree information
- Licenses and Certifications
- Languages
- Honors and Awards
- Armed Services Vocational Aptitude Battery (ASVAB) test scores
- Coast Guard Non-Resident course completion tests
- Coast Guard Class “A”, “C”, and Non-resident courses.

Table 1-2. Key Competency Terms and Definitions

Term	Definition
Broadened Specialist	An officer who possesses in-depth knowledge and skills in two or more officer specialties or subspecialties through education, training, and/or Service experience.
Competency	A collection of tasks with the associated skills, knowledge, abilities, and wherewithal (tools, methods, information, doctrine, procedures, materials, etc.) needed to perform the tasks to a predetermined, measurable, performance standard. The tasks are usually related as parts of a larger process in support of or contributing to the goals of the organization, unit, or work group.
Certification	An endorsement by a recognized authority, government or private, that specified standards of knowledge or performance have been met in a particular subject area, i.e. a certified public accountant.
Department	A DA term used to describe a Coast Guard unit or subordinate element of a unit. Used in place of the terms “Unit” or “subunit.”
Direct Access (DA)	<p>The Coast Guard’s central military pay and personnel data management system. The term Competency (as defined above) is different from all information contained in the competency module of DA. The following key terms are from the DA Competency Module and are necessary to understand in the context of competency management in the Coast Guard:</p> <ul style="list-style-type: none"> • Competencies: A term used to describe a person’s skills, training, achievements, and awards. • Competency: A skill, ability, other behavior or knowledge directly related to an employee’s current position. Replaced the terms Enlisted Qualification Code and Officer Experience Indicator Code (EIC). • Accomplishment: A tangible achievement. An accomplishment may be an individual’s degree, license, certification, language proficiency, test score, honor, award, or professional membership. Accomplishments have specified achievement dates and may have defined durations or expiration dates.
Employee	A DA term used to describe all Coast Guard personnel; military and civilian.
Employee Competencies	Term used in Direct Access to describe the competencies possessed by an individual who has met the required standards for assignment.
Importance	A DA term of measurement used to establish the desired/required need for the competency for an assigned position. This characteristic is assigned to a competency when it is attached to a position.
License	A legal document issued by a government entity giving official authority/permission to perform certain acts or to carry on a certain business, i.e. a drivers license.

Table 1-2 (cont). Key Competency Terms and Definitions

Term	Definition
Organizational Core Competencies	Coast Guard-wide competencies that potentially apply to every Program in the Coast Guard. These are “enduring attributes that enable successful mission performance of the organization.” The Coast Guard’s core competencies emerge from decades of experience in pursuing missions. They are the accumulation of lessons learned from repeated action, observation, and experimentation. Many of these lessons are now so ingrained as to be implicit and an integral part of the Coast Guard’s culture.
Officer Specialty	An area of expertise defined by a set of competencies and possessing an authorized billet structure capable of sustaining a viable population of career specialists who have requisite work experience, education, training, certification, or license.
Officer Specialty Manager	A person who performs a function similar to the RFMC. Officer Specialty Managers are primarily assigned to perform this function as a collateral duty on the staff of a given Headquarters Program Manager. The concept of officer specialty management has taken shape for the officer corps to deal with specific officer specialty accession, training, and assignment needs.
Officer Subspecialty	A focused area of expertise within a specialty defined by competencies acquired through work experience, education, training, certification, or license. Officers may acquire multiple subspecialties during the course of their careers.
Personnel Allowance List (PAL)	The position allocation of a unit as defined by the unit OFCO and any subsequent approved changes.
Portfolio	A list of a member’s competencies and other accomplishments including: knowledge, skills, abilities, degrees, education, training, certifications, and licenses. The term “portfolio” might also be referred to as a Personal Portfolio and/or Competency Portfolio.
Position	Term used to describe all authorized military and civilian positions in the Coast Guard. It includes the following information as appropriate: pay grade, specialty information (civilian series, warrant specialty, enlisted rate, or Officer Billet Code), location (Unit/Dept), title/description, funding source, sponsoring program, required qualifications or training, billet/position expiration dates, AC&I project affiliations, and other administrative fields.
Position Number	A unique 8-digit number used in Direct Access to identify all positions in the Coast Guard.
Proficiency	A measurable, established level of skill or ability required for the competency attached to a specific position. This characteristic is assigned to a competency when it is attached to a position.

Table 1-2 (cont). Key Competency Terms and Definitions

Term	Definition
Program Core Competencies	Program-wide competencies that potentially apply to an entire Program specialty and its subspecialties in support of Coast Guard Missions.
Program Manager	The staff officer at Headquarters designated by, and accountable to, the Program Director for the detailed management of a Coast Guard Program.
Rating Force Master Chief (RFMC)	RFMC's are the principal advocate for their rating and are responsible for the overall health of the rating. RFMC's manage the structure of and develop requirements for their workforce to ensure personnel are prepared to meet current and future missions. RFMCs develop and manage competencies uniquely related to their rating for the sponsoring Program.
Specialty Force Manager	A person who performs a function similar to the RFMC. The Specialty Force Managers serves as the advocate and technical authority for the Warrant Officer Specialties they represent for the designated Headquarters Program Manager.
Training Allowance Billet (TAB)	That portion of the General Detail used to support military personnel in fully funded training and Advanced Education Programs.

Chapter 2 - Doctrine

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CHAPTER 2. DOCTRINE

A. Introduction. This chapter addresses two primary topics associated with the Competency Management System.

1. Section B focuses on policy and doctrine as they relate to the information system used to store and manage competency-related information.
2. Section C describes the doctrinal framework for establishing, changing, and managing competencies.

B. The Competency System.

1. Direct Access. A critical piece to any competency management system is a current, accurate database to capture, store, and maintain competency information both by position and on individual members. Direct Access (DA) is the system of record for human resource (HR) data. DA contains a robust competency management section that serves as the foundation for the Competency Management System.
2. Responsibilities.
 - a. Commandant (CG-102) is responsible for development and maintenance of the Direct Access infrastructure and operation.
 - b. Commandant (CG-1B1) is responsible for developing and establishing procedures for collecting and managing data for the competency management system.
 - c. Program Managers (PMs) shall regularly (at least biannually) validate the competency definitions and requirements that it sponsors. This validation should involve communicating new and changed requirements with CGPC and Commandant (CG-12A) for competencies associated with officer specialties/subspecialties. The validation should also accompany any occupational analysis completed for ratings or specialties under their purview.
 - d. Unit commanding officers (COs)/officers in charge (OICs) should annually review the competency portfolios of all personnel assigned to their unit and ensure they are credited with the competencies they have earned. COs shall also review the distribution of all competencies associated with unit positions biannually and submit recommendations for changes through the appropriate chain of command.
 - e. Servicing Personnel Offices (SPOs) shall document the personnel competency information in DA in accordance with reference (c) and the DA instructions available on the Personnel Service Center (PSC) website, <http://www.uscg.mil/hq/psc/CGHRMS/>. This action shall be completed only when individual members and/or their commands provide proper documentation.
 - f. Individual members of the Coast Guard shall review their competency portfolio while drafting e-resumes, and when completing their Officer Evaluation Reports

(OER)/Enlisted Employee Review (EER) input, or as otherwise needed. Members must work with their command and SPO to correct any discrepancies revealed. Members can view their competencies at any time in DA or CG Central.

- g. Commandant (CG-833) has the responsibility and authority for maintaining the PAL. As a result, changes proposed for a position that alter rank/rate, specialty/rating/series, workforce segment (military/civilian), or location must be submitted in accordance with reference (b).

3. Nomenclature.

- a. The Coast Guard uses specific terms to describe the complete construction of a competency. Basic information is included here for reference only to familiarize the reader with the construct of a competency. Complete descriptions and the actual steps used to enter competency information into DA are contained on the Personnel Service Center (PSC) website, <http://www.uscg.mil/hq/psc/CGHRMS/>.
- b. It is important to note that not all the data fields presented to the user on the screen when navigating through DA are currently used as part of the Competency Management System. As the system matures, other fields may be activated. At this time, however, only those data fields used routinely will be presented in this Manual.
- c. The following DA data fields may be used to describe each competency. In some cases, certain data fields may be left blank. It is not necessary for the end user to be intimately familiar with the construct and meaning of the terms in these examples; they are included here to introduce the subject matter and for informational purposes.
 - (1) Competency Description (Title). An alphanumeric string up to 30 characters long that provides the full title of the competency. This is the user's primary identification for a competency as displayed by DA. The competency description is written to describe "what" the competency qualifies the holder to be or do.

Example: "EW Operator" or "378 WHEC U/W OOD"

Competencies that have the same application; e.g., Underway (U/W) Officer of the Deck (OOD), but on different platforms or in different environments will be represented in the following form: the platform - who or what - further detail if needed. For instance, all cutters have U/W OOD requirements, but each one is different. They would be written as:

Example: 378 WHEC U/W OOD
270 WMEC U/W OOD
210 WMEC U/W OOD

- (2) Competency Code. An alphanumeric code up to eight characters long that uniquely identifies a competency in DA. This code is established when the competency is created in DA. Users will only see this code when creating ad hoc competency queries.
- (3) Competency Short Description. An alphanumeric acronym or abbreviation up to 10 characters long that provides enough information to allow a person to identify a competency uniquely. Used for code validation when creating ad hoc competency queries.
- (4) Competency Type. The assigned functional or mission area where the requirement of the competency is concentrated; i.e., Afloat Operations; Aviation; Command, Control, Communications, Computers and Information Technology (C4IT). Competencies may be assigned multiple types. The complete list of competency types can be found in the [Competency Dictionary](http://www.uscg.mil/hq/psc/da/competencydictionary.xls) at <http://www.uscg.mil/hq/psc/da/competencydictionary.xls>.
- (5) Competency Category. The classification of a competency establishing the kind of competency; knowledge, skill, ability, or other (behavior).
- (6) Competency Proficiency Scale. The proficiency rating scale, displayed as “Rating” in DA is used to establish the level of competence. This scale applies to both persons and positions. For the individual member, it describes the proficiency level the person has achieved. For a position, it describes the level of proficiency needed to be successful in the position. The associated levels may vary with each competency. Levels typically include: None, Little, Good, Very Good, and Expert.
- (7) Competency Definition. The complete description of the competency. The competency definition is written in a specific manner, describing what the holder of the competency can do.
- (8) Competency Requirements. The complete listing of all qualification requirements (schools, Personnel Qualification Standard [PQS], time, prerequisite competencies, etc.), and any restriction on who the competency may be assigned to (military only, civilian, enlisted, Auxiliary, or pay grade).
- (9) Importance. This field is used to establish the desired/required need for the competency for an assigned position. This characteristic is only used when a competency is assigned to a position. See Table 2-1 for importance descriptions.

4. The Competency System and the PAL.

- a. As indicated in reference (b), the PAL serves as the Coast Guard Chief of Staff’s tool for personnel resource allocation. The PAL is a unit-specific summary of personnel resource allocations concerning a unit and its mission requirements. It contains comprehensive information on all military and civilian positions,

organized on a unit basis. The Office of Resource Management, Personnel Allowance Division (CG-833) is responsible for maintaining the PAL. The Competency Management System maintains Competency requirements. Although the Competency Management System and the PAL are intrinsically linked, they are separate systems and are managed independently.

- b. Changes only to competencies or educational assignments on positions are submitted in accordance with this manual. When changes in the work requirements of a position require a significantly different skill set resulting in the addition, deletion, change in grade, officer specialty/subspecialty or enlisted rating, they require a PAL change and must be accomplished in accordance with reference (b). These types of changes alter the organizational structure of the unit and workforce and may have resource impacts that require formal approval.
- c. Units requesting additional positions or reprogramming of existing positions (including deletion) must follow the procedures contained in reference (b). In addition to the position reprogramming request, the unit must submit competency and/or education information for the new or reprogrammed positions using form CG-5311, Request to Assign Competencies, Education, or Officer Specialty to a Position. Complete instructions for completing the form are provided in enclosure (1).

C. Competency Dictionary Doctrine.

- 1. The Competency Dictionary is an online database developed, maintained, and published by the Competency Management System Administrator (CMSA) that contains the complete listing of every approved competency. The dictionary is available at the PSC web site, <http://www.uscg.mil/hq/psc/da/CompetencyDictionary.xls> or on [CG Central](http://cgcentral.uscg.mil), <http://cgcentral.uscg.mil>, keyword: Competency. The dictionary includes the competency code, title, complete description and requirements, type, category, and the sponsoring Program Manager for each competency available in DA.
- 2. The CMSA coordinates the establishment, modification, inactivation, and definition of competencies, and maintains the Competency Dictionary. If a competency is not listed in the Competency Dictionary, it does not exist in the Competency Management System.
- 3. Program Managers are responsible for establishing and defining competencies within the purview of their Program. This includes those competencies managed at the program and unit level (also known as departmental competencies in DA) but not necessarily assigned to a specific position.
- 4. PMs shall biannually review and update competency position assignments for positions sponsored or managed within their program. PMs are responsible for the content and requirements of their competencies and connection to the mission requirements.
- 5. All entries to the [Competency Dictionary](#) must be based on current analyses of jobs and work performed. A clear connection must exist among the competencies, the work

performed, and the mission requirements. To ensure this connection, PMs will refer to the questions in Section 2.D.3 of this Manual. If PMs desire additional reviews, they should engage with Commandant (CG-132) to ask for additional help. See Appendix B for a description of the competency analysis process.

6. With input from Officer Specialty Managers (OSMs) and Rating Force Master Chiefs (RFMC), PMs will conduct a regular (biannual) review of competencies in their area of responsibility. The purpose of these reviews is to validate existing competencies and to add to, update, or delete items from the [Competency Dictionary](#) as appropriate. The review should include analyses of gaps in performance and workforce changes that reflect the implementation of new policies, new laws, or technological advances. PMs should use the procedure outlined in Appendix B for this regular review. Based on the results of the regular competency review, PMs may direct further analysis of selected work and competencies in their area of responsibility.
 - a. Based on the results of the review and analysis, PMs will propose changes using form CG-5311A, Request to Create, Change, or Inactivate a Competency, enclosure (2). PMs will submit proposed changes to the CMSA. Proposed changes include establishing a new competency, modifying an existing competency, or inactivating an existing competency. A detailed description of each of these processes follows in this chapter.
 - b. The CMSA will perform a technical and administrative review of proposed changes to ensure they are in compliance with the established procedures in this Manual and to enforce configuration control. If the information on the forms is complete and sufficient, the newly established competency or change will be approved. Approved changes will be entered into the [Competency Dictionary](#) and made available for use in DA. Proposed changes that are not in compliance with established procedures will be returned to the submitting PM, citing the items that need additional work or information.
 - c. The CMSA will enter approved changes in DA and notify PMs that the competency is available for use.
7. COs/OICs should regularly evaluate the skill sets needed to perform their Unit's mission. They should propose the establishment, deletion, or changes of a competency as necessary to the CMSA who will coordinate with the appropriate Program Managers for approval/disapproval. Additionally, they should review the assignment of competencies to positions and request changes as required via the chain of command.

D. Establishing a Competency.

1. PMs are responsible for establishing competencies that support their mission areas and for those positions and work areas within their purview. New competencies may be the result of policy or law changes, new missions/duties/ responsibilities, or simply new insights and/or a better understanding of the work environment that already exists. PMs should keep in mind that competencies must be employed judiciously, realizing that an

excessive number of competencies may overly complicate and establish unachievable requirements. They must seek to strike the balance between too many competencies and those actually needed to do the job.

2. If field units identify the need for a new competency, they shall forward a recommendation using form CG-5311A, see enclosure (2), through their chain of command to the CMSA. The CMSA will work with Program Managers as required to develop the competency or decline the request.
3. When evaluating a potential new competency, the following criteria shall be considered:
 - a. The competency must satisfy a job-related demand. The lack of this competency would clearly jeopardize the accomplishment of an essential operational or support mission requirement.
 - b. The competency must support Program goals, missions, or purpose.
 - c. The competency must apply to more than one position and more than one person.
 - d. The competency must be definable and measurable as knowledge, skill, ability, attitude, or behavior.
 - e. The need for the competency must be long term.
 - f. The effort required to obtain the competency requires a significant investment (training time, financial resources, experience).
 - g. The competency must not duplicate the core skill sets (Enlisted Performance Qualifications) that are already part of an enlisted rating, unless specifically identified as a separate rating requirement.
4. If the competency meets the above criteria, complete the Competency Change Form and submit it to the CMSA.
5. When a competency is determined to affect more than one Program, the PM establishing the competency shall inform the CMSA. The CSMA will coordinate and guide the exchange of information and approval activities until all parties involved are satisfied with the wording, scope, and other details of the newly established competency.
6. PMs shall work with Commandant (CG-132) in determining and establishing the appropriate performance interventions for attaining a newly established competency.

E. Modifying a Competency.

1. Changes should be submitted when minor modifications to the competency are required such as correcting typographical errors, making minor wording changes to the description, etc.
 - a. Although PMs are the primary source of competency changes, field units may also identify and submit recommendations to change competencies.
2. Recommendations for competency changes shall be submitted to the CMSA using Sections A and C on the Competency Change Form. The CMSA will review the requests with the appropriate PMs and update in DA as necessary.
3. If a change would affect the fundamental definition or meaning of a competency, it should be treated as a new competency, with a new code being issued. The decision must also be made to inactivate the old code or allow it to remain active.
4. If a proposed change decreases the scope or requirement for the competency, it will likely retain the same code.
5. PMs must consult with Commandant (CG-132) to determine if any performance intervention changes are required to meet the requirements of the new competency.

F. Assigning Competencies to Positions.

1. Where requirements can be established, every position in the Coast Guard (military and civilian) and in the Auxiliary eventually will have competencies identified for that position.
2. The fact that positions have certain competencies assigned to them does not establish unit funding or training requirements, other than those identified in the Cutter and Training Qualification Manual, COMDTINST M5302.4 (series). Assigned competencies may help the unit compete for resources, but the primary intent of the Competency Management System is to provide decision makers with a tool to establish, quantify, and measure workforce requirements and capabilities. The process of establishing requirements as it pertains to competencies and positions is independent of obtaining funding for members to attain those competencies.
3. When a new position is created, the command initiating the new position shall complete and submit the Position Competencies Assignment Form, enclosure (1), to the CMSA for review and approval. The CSMA shall coordinate with the applicable PMs for concurrence on competency assignments. Once approved, the CSMA shall assign the competencies to the designated position in DA.
4. When a position is reprogrammed in accordance with reference (b), the reprogramming request must indicate if competencies are affected. When the reprogramming is approved, the unit originating the reprogramming must complete and submit the Position Competencies Assignment Form, enclosure (1) for all affected positions to the

CMSA. Competency reprogramming may also be submitted as part of the original reprogramming package. For multiple reprogramming requests, the competency changes may be submitted electronically in spreadsheet format. Once approved the competency assignments will be entered into DA by the CMSA.

5. COs are responsible for reviewing position competencies biannually. Any changes that are necessary will be routed to the CMSA via the chain of command using the Position Competencies Assignment Form. Requests for position competency changes can be done independent of the reprogramming process. If no change requests are received, it is assumed the position competencies are correct. Upon receipt of a change request, the CMSA will coordinate concurrence with PMs and enter the changes into Direct Access or notify the originator of disapproval.
6. To the maximum extent possible, competencies and importance assigned to like positions at similar units will be the same. The rationale for customizing the competencies assigned to any particular position must be included in the reprogramming proposal; (e.g., the BMC position on a 210' WMEC should be consistent across all 210' WMEC platforms).
7. When considering competencies for a particular position, importance to the competencies shall be assigned in accordance with the table shown in Table 2-1 below.

Table 2-1. Competency Importance

★	Level	Description
1	None	Competency included for professional development purposes, but is not necessary for execution of primary responsibilities of position.
2	Below Average	Competency is position relevant: necessary for backup support, cross-training. Includes non-critical collateral duty responsibilities.
3	Average	Competency is position important: performance in the position would likely be degraded without the competency.
4	Above Average	Competency is position essential: can not sustain operations as necessary for normal workload. Includes critical collateral duty responsibilities.
5	High	Competency is position critical. An individual's or unit's primary duties cannot be accomplished without the person in this position possessing this competency.

8. In evaluating which competencies are most important for any particular position, COs and PMs shall consider the following:
 - a. Is the competency a safety issue or required by regulation or law?
 - b. Does the competency support the mission/ purpose/ function of the unit?
 - c. What are the primary responsibilities of the position?
 - d. Why does the position exist?

9. Assigning competencies to Reserve positions must comply with limits established in reference (b).

G. Assigning Competencies to Members.

1. Members earn competencies through a variety of methods including, training, completion of PQS, experiences, or any combination thereof. When a member meets the requirements of a competency and is certified by the authority identified in the [Competency Dictionary](#), it shall be assigned.
2. The PM is responsible for establishing and maintaining the requirements for earning a specific competency. In addition, the PM authorizes who can deliver training and who can certify completion of requirements.
3. All competencies earned by members will be entered into DA. These entries may be captured automatically within DA, manually entered by the Unit/SPO, or through TMT. The complete list of competencies and requirements is available in the [Competency Dictionary](#) at <http://www.uscg.mil/hq/psc/da/competencydictionary.xls>. The Competency Dictionary also contains the primary entry method for each competency (Automatic, via TMT, or manually into Direct Access).
4. Not all training accomplished by an individual results in the achievement of a competency tracked by the Competency Management System. Refer to the [Competency Dictionary](#) or the course description to determine if a competency is issued. For Competencies that the sole requirement is completion of training, the competency will be automatically entered on the members' record upon completion of the training.
5. The process for earning competencies is as follows:
 - a. PMs establish specific training or experience requirements that, once approved, will be contained in the [Competency Dictionary](#), which may refer to related Commandant Instructions.

Example: Underway (U/W) Officer of the Deck (OOD) requirements are specified in the Personnel Qualification Standard (PQS) Officer of the Deck (OOD) Manual, COMDTINST M3502.5 (series) and Coast Guard Deck Watch Officer Examination Program, COMDTINST 16672.5 (series). To earn the competency, the member must complete the OOD PQS, successfully complete the Deck Watch Officer Exam, and be approved by the CO. The PM is Commandant (G-OCU).

- b. The member completes training, PQS, or experience requirements as specified for the competency.
- c. The designated authority certifies completion of requirements and directs entry of competency information into DA, the Training Management Tool (TMT), or the Aviation Logistics Management Information System (ALMIS). Some examples of

entering competencies into DA are listed below. DA procedures for entering a member competency are available on the PSC Web Site, <http://www.uscg.mil/hq/psc/CGHRMS>.

- (1) Upon entry of task completion in TMT which results in a competency (certification), the competency will automatically be transferred to DA at the next update (usually within 24 hours).
 - (2) Upon completion of requirements of a competency in ALMIS, the competency must be manually entered in DA. At this time there is no connection between ALMIS and TMT.
 - (3) Competencies may be reported by submitting the Career Development Worksheet (PSC-2030) with associated documentation to the SPO. The procedures for completing this worksheet are listed in reference (c).
- d. When entering a competency for an individual, it is important that **the effective date entered is the date the competency was approved**, not the date it is entered.
- e. For the Competency Verification field, choose a value from the following list:

Table 2-2. Competency Verification Types.

Verification	Description
Employee Claim	Initial report of competency by employee. Employee capability has not been verified. If the member claims to hold a competency, but can not provide the required documentation to meet the requirements set forth in the competency description, the Competency Verification shall be set to "Employee Claim".
NVQ Authority	(DO NOT USE) National Vocational Qualification recognized competency.
On The Job Training	Competency was received through OJT. This includes PQS/JQR earned Competencies. This value shall be used when a competency is documented by the completion of Personnel Qualifications Standards (PQS) or Job Qualification Requirements (JQR) or other recognized On-The-Job training program.
By Test	Competency was received by formal training, culminating in a written, oral, or practical examination. This value shall be used when a competency achieved through official Coast Guard or commercial training.
Employer Observation	Capability in the Competency was verified through observation of employee performance.
Not Verified	Competency was assigned through data migration from previous system. Position requirement or Employee capability has not been verified. This value is intended to show competencies that are automatically populated to the employee record from the competencies associated with their position.
External Interface	Competency was assigned automatically from another application (TMT). This verification method will not be used for manual entries.

H. Removing Competencies from Members.

1. Competencies may be removed from members for two reasons: erroneous entry and revocation. The DA process for removing the competency for both are identical, however, revocation of a competency must be accompanied by formal documentation as to why the competency was removed. Competencies are not removed for failure to meet currency requirements.

- a. Supervisor evaluates actual performance against competency requirements. The specific requirements are contained in the Competency Dictionary and related Commandant Instructions.

Example: U/W OOD requirements are specified in Personnel Qualifications Standards (PQS) Officer of the Deck (OOD), COMDTINST M3502.5 (series) and Coast Guard Deck Watch Officer Examination Program, COMDTINST 16672.5 (series). When a member no longer complies with the requirements (excluding currency) stated in these directives, the member's competency shall be removed.

- b. Based on failure to meet the performance requirements of the competency, the supervisor's recommendation for removal of the competency is submitted via the chain of command.
- c. The CO/OIC reviews the recommendation and makes the determination to remove or retain the competency. If removal is directed, the removal is documented and removal in Direct Access is completed. If the competency is to be retained, no further action is required.
 - (1) Specific requirements for removal of OIC/XPO competencies are contained in reference (a).
 - (2) Requirements for removal of Coxswain and Surfman are contained in U.S. Coast Guard Boat Operations And Training (BOAT) Manual, Volume I, COMDTINST M16114.32 (series).
- d. The SPO (or individual unit in the case of ALMIS or TMT) removes competency from member's record following the procedures outlined in the DA documentation at <http://www.uscg.mil/hq/psc/CGHRMS>.

NOTE

Selective Reenlistment Bonus (SRB) Kicker Entitlement - Enlisted members receiving an additional SRB Kicker for possession of an eligible competency must maintain that competency code for the length of the entire contractual obligation or the SRB kicker shall be terminated and recouped, unless the competency is removed for no fault of the member.

- e. Procedures for removing member competencies in DA can be found in the DA documentation at <http://www.uscg.mil/hq/psc/CGHRMS>.
- f. Failing to recertify a competency because of currency requirements does not cause the competency to be removed. Competencies that a member has failed to maintain will be annotated to indicate currency status.

NOTE

Failing to certify means the member did not begin or complete the recertification because the competency is no longer needed. If the member failed to recertify because of the inability to perform a task or other disqualifier follow the procedure for revocation.

- g. Procedures for accessing member competencies in DA can be found in DA documentation at <http://www.uscg.mil/hq/psc/CGHRMS>.
- h. Currency status is indicated by completing the Year Last Used field in the individual assigned competency. Enter the year the competency expired (usually current year), see Figure 2-1.
- i. Enter the Years of Experience (YOE). Calculate the YOE by subtracting the Effective Date from the Year Last Used.
- j. Save the updated record.
- k. For those competencies entered through TMT, TMT automatically provides currency information.

Home > Develop Workforce > Manage Competencies (GBL) > Use > Competencies

Competency Evaluation Competency Assignment Competency Rating Competency Verification

COASTIE, JOHN Employee ID: 9900000

Competency Verification View All First ◀ 1 of 1 ▶ Last

Evaluation ID/Type: 01 Approved

Assigned Competencies View All First ◀ 1-7 of 10 ▶ Last

Description	Effective Date	Verified By	Year Acquired	Year Last Used	Years of Experience
Computer Applications Programm	10/01/1988	On the Job Training	1988		

Figure 2 - 1. Updating Competency Currency Status.

2. The Officer Evaluation System (OES) requires an evaluation of competency by the designated rating chain. This is covered by the OES in Section 3 (Performance of Duties), Item e (Professional Competence). Any officer who receives a mark of 3 or less in Professional Competence should also have any existing competencies related to the position reviewed using the process listed above in paragraph 2.G.5.

3. The Enlisted Employee Review System (EERS) requires an evaluation of competency by the designated rating chain. This is covered by the EERS form in Section 3 (Performance Factor), Item 1 (Professional/ Specialty Knowledge). In general, any enlisted member who receives a mark of 2 or below in Professional/Specialty Knowledge should in addition to the review of rating/rate qualification, also have any competency related to his or her current position reviewed using the process presented here.
4. If a member feels that a competency was removed by a Commanding Officer/Officer In Charge without sufficient cause, they may appeal the decision. The appeal authority is the same as for evaluations listed in reference (a). The appeal must be in writing and contain the specific competencies in dispute and supporting information indicating why the removal should be reviewed. Supporting information must include specific examples of demonstrated performance that indicate how the member met or exceeded the performance requirements of the disputed competency.

I. Inactivating a Competency

1. A competency may be inactivated when there is no longer a need for that specific skill, the current definition or requirement is obsolete, or if a new competency is created that replaces an existing competency. Any competency being inactivated is retained within DA for historical purposes. Members who hold a competency that becomes inactivated will retain the competency; however, the status of the competency will change from 'active' to 'inactive.' Inactive competencies shall be assigned only to members who provide documentation showing the competency was earned prior to the competency inactivation date (found in the Competency Dictionary).
2. PMs may request the inactivation of a competency by forwarding the Competency Change Form to Commandant (CG-1B1). Any competency approved for inactivation will be reflected as such in DA.
3. When a competency is inactivated and is replaced by a new competency, the competency owner shall identify whether members who hold the inactive competency should automatically receive the new competency, see enclosure (2) for specific requirements. Changes will be updated in the Competency Dictionary. PMs should determine on a case-by-case basis whether a Program or Service-wide notification is necessary.

Chapter 3 - Competency Management System Applications

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CHAPTER 3. COMPETENCY MANAGEMENT SYSTEM APPLICATIONS

A. Introduction.

1. This chapter describes how organizational performance can be improved by applying information from the Competency Management System in a variety of personnel management processes. Those processes include accessions, individual development, assignments, evaluations, promotions and separations. The goal is not for the Competency Management System to become the decision-maker, rather, it is to equip decision-makers with a valuable tool to enhance their decision-making abilities. All of the effort in identifying, defining and tracking competencies is sub-optimized unless the information is used to improve the management of human resources (HR) of the Coast Guard.
2. One of the primary benefits of the Competency Management System is its delivery of accurate and real-time information to decision-makers as they shape personnel decisions and policies. As the various applications are addressed below, keep in mind that this tool is not intended to be the sole decision making factor or replace the good on-scene judgment of proper authority.
3. Before presenting the specific applications, it is important to briefly highlight the search capabilities of Direct Access (DA).
 - a. Ad hoc queries and searches are part of the functionality of the system. Every member and every unit has been granted certain permissions or roles that allow them to look at, manipulate, and, in some cases, change data in DA. It is important to understand which role individuals and units have been granted. Requests for new or different Direct Access permissions shall be submitted to PSC.
4. When fully implemented, and used, DA will be the central database supporting all military pay and personnel systems. This will eliminate multiple databases and the associated costs of building, learning and maintaining those databases. Moreover, DA will provide Service-wide access, a common set of retrieval and analytical tools, and one single set of data. Thus, any and all stakeholders will have a common operating picture of personnel data, including competencies.
 - a. While there are costs associated with implementing a Competency Management System and accurately populating the database in DA, there are also costs associated with maintaining the status quo. Many of the status quo costs are hidden in ongoing individualized ad-hoc methods. The status quo data is often incomplete, inaccurate, and not easily accessible by more than just the individual who collects and maintains the data. In addition, as members rotate through positions, units and the organization pay the cost of a new individual “reinventing the wheel.” This includes the cost of learning the ad-hoc method and data, and data calls or efforts to update required elements of information.

B. Accessions.

1. Competencies are used in the accession process to help planners be better brokers of Coast Guard resources. Workforce planners use statistical models to track and project workforce vacancies. This information is used to develop recruiting plans, and is published annually in the Integrated Accession Plan (IAP) approved by Commandant (CG-1). This IAP provides guidance to the Coast Guard Recruiting Command (CGRC) on the total number of new accessions needed, the sources of activation, and in general terms, Service needs.
2. The Competency Management System shall supplement the IAP and provide additional detail to assist CGRC, PMs and other HR managers in making accession decisions. As outlined in Table 3-1, the Primary Information Users shall be provided with targeted recruiting requirements and other workforce trend information to assist in their daily performance of duties. The “Primary Information Analyst” column shows the member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing it, and making it available to the “Primary Information Users.”
3. The Competency Management System will provide recruiters an additional level of detail regarding competencies needed from among the pool of candidates.

Table 3-1. Accession Information Requirements

Primary Information Users	Information Requirements	Primary Information Analyst
<ul style="list-style-type: none"> • CGRC • Prog Mgrs • CGPC • HR Mgrs 	Servicewide trends about which specific competencies are lacking (might be due to new position growth or new mission requirements).	CG-12A
<ul style="list-style-type: none"> • CGRC • Prog Mgrs • CGPC • HR Mgrs 	A prioritized list of the most important competencies that should be targeted in new recruits.	CG-12A
<ul style="list-style-type: none"> • CGRC • Prog Mgrs • CGPC • HR Mgrs 	Servicewide trends about what type of training and education would be helpful to target in new accessions.	CG-12A
<ul style="list-style-type: none"> • CGRC • Prog Mgrs • CGPC • HR Mgrs 	Any desired licenses or certifications that should be targeted in new accessions.	CG-12A

C. Individual Development.

1. In terms of the professional development of individual Service members, the Competency Management System can be used in a variety of ways. For example, it will be used to help supervisors work with their subordinates to develop Individual

Development Plans (IDPs). IDPs should include the whole range of training and development available. Supervisors will use the Competency Management System to prepare a member for a particular job, and guide career planning by identifying actions required to help a member achieve long-term goals and build the member's desired competency portfolio. Policies and procedures for these plans are contained in the Coast Guard Individual Development Plan (IDP), COMDTINST 5357.1 (series). As stated in this directive, "...the Instruction provides a step by step process for completing an IDP and suggests learning activities to reach developmental goals." As further stated in the IDP Development Guide, "...the IDP is a tool to identify a member's/employee's developmental needs based on a comparison of skills required by a job and present abilities. It identifies specific competencies for which the member/employee requires development." Individual members and their supervisors should carefully consider and take advantage of the various uses of competencies in individual development as they relate to establishing, meeting, and completing personal and professional development goals and targets.

2. Competencies can also be used to develop unit training plans. They should be combined, when appropriate, with the information collected by the Training Management Tool (TMT) and the Aviation Logistics Management Information System (ALMIS). Policies and procedures for TMT are contained in the Mandatory Use of the Training Management Tool, COMDTINST 5270.2 (series). As stated in the TMT Users Guide (page 1), "...the TMT application is a tool used to create, assign, track, and report training competencies and associated tasks for USCG members."
3. PMs also participate in the individual development process through the use of advanced education and training such as undergraduate and graduate school, advanced "C" schools, and flight training. Competency information enhances the Advanced Education Program (AEP) by providing real data to selection panels and the Training Allowance Billet (TAB) allocation process. Policies and procedures for TABS are contained in reference (b) and further discussed in the Training and Education Manual, COMDTINST M1500.10 (series), and the Coast Guard Advanced Education Program, COMDTINST 1524.1 (series).
4. Table 3-2 shows the basic information requirements, users and analysts, as they apply to individual development. The "Primary Information Analyst" column shows that member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing and making sense of it, and making it available to the "Primary Information Users."

Table 3-2. Individual Development Information Requirements.

Primary Information Users	Information Requirements	Primary Information Analyst
Members Supervisors Unit Training Officers	A list of competencies required of any chosen set of positions, or any single position in the PAL. Access to all positions should be made available to all members.	POC Designated by Unit CO
Unit COs Unit Trng Offcers.	Total number and types of competencies aggregated for every position at a particular unit.	POC Designated by Unit CO
Prog Mgrs.	Listing of advanced education and training requirements for all positions within a Program.	Prog Mgrs.
Prog Mgrs	Listing of core competencies for a particular Program	Prog Mgrs.

D. Assignments.

1. One major purpose of competency management is to allow the Coast Guard to systematically define individual position requirements, as well as measure and monitor the knowledge, skills and experience of our various workforce components (officer, enlisted, civilian, Auxiliary). The goal is to fill positions with the right people, who have the right skills, at the right time.
2. Competencies established on positions and captured for each individual member allow Assignment Officers (AO) to make more informed assignment decisions. Competencies can provide objective criteria to identify members who possess the required knowledge, skills, abilities, experience, training background, etc. to immediately fulfill the performance requirements of the position.
3. However, the real-world application of this initiative requires an ability to ‘see gray’ in a black and white system. When considering the art of detailing, sometimes the ‘right’ person is the motivated, skilled member with less training, education, and/or experience than the technical expert who appears to perfectly match the position requirements. Competency management is a tool to help make workforce management decisions; it is not intended to eliminate AO judgment from the assignment process.
4. Policies for assignment decisions are contained in reference (a) and Reserve Policy Manual, COMDTINST M1001.28 (series) for active duty and reserve, respectively. The intent of both policies is the same; to supply authorized numbers of qualified, versatile personnel who can efficiently perform the Coast Guard’s varied duties and who, through broad experience, are prepared to assume duties of greater responsibility and authority.
5. The DA permissions given to AOs enable them to run queries and create reports that show member’s competencies and the competencies required by a position. AOs also have the ability to run summary sheets on each individual member showing his or her

entire competency portfolio. Assignment decisions are meant to meet and balance competing concerns between the needs of the Service, the needs of the unit and the needs of the member. One of those needs is to assign the best possible qualified personnel to positions. The Competency Management System can provide the AOs with the best possible information to maintain this balance.

6. *The sequence of events in the assignment process is as follows:*
 - a. Members review competency information in DA and update data with their SPO where required.
 - b. Potential vacancies and personnel rotations are validated (including required competencies) by commands, Central Assignment Coordinators (CACs) and AOs.
 - c. The Coast Guard Personnel Command develops a “shopping list” of open and anticipated open positions for use in the upcoming assignment season.
 - d. Interested members submit e-resumes.
 - e. AOs develop slates and prioritize candidates.
 - f. Assignment Panels or AOs make assignment decisions.
 - g. Reporting dates are coordinated and orders are issued.
7. Table 3-3 shows the basic information requirements, users and analysts, as they apply to assignments. The “Primary Information Analyst” column shows that member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing and making sense of it, and making it available to the “Primary Information Users.”

Table 3-3. Assignment Information Requirements.

Primary Information Users	Information Requirements	Primary Information Analyst
AOs Prog Mgrs Unit COs	The entire competency portfolio possessed by each member of the CG.	CGPC
AOs Members	A list of competencies required of any particular position. Access to all positions should be made available to all members.	CGPC
AOs Prog Mgrs	The ability to query and find a listing of members who possess a specific competency.	CGPC
AOs Various Boards & Panels	A summary sheet that on one page presents the competency portfolio. This portfolio will be used in panels and boards.	CGPC

E. Evaluations.

1. Competencies should be a factor of performance evaluation and counseling at the beginning and end of each performance period. In the evaluation process, supervisors should take into consideration each member's demonstrated mastery of competencies and their pursuit of additional competencies related to their assigned position. Policies for evaluations are contained in reference (a).
2. The Officer Evaluation System (OES) provides input to promotion and assignment processes. In addition, as stated in Chapter 10 of reference (a), the OES also supports career development. *"Career development is a cooperative process that seeks to meet immediate and future Coast Guard needs while satisfying the personal and professional aspirations of individual officers. The OES is a vehicle for performance feedback and career counseling by the rating chain and assignment managers."* Specific development can be managed using the optional Officer Support Form (OSF) Worksheet. In Section 2b of the OES form, particular goals for the Reported-on Officer's professional development during the period may be listed ...(such as completion of professional qualifications or exams, attendance at particular training courses, or completion of correspondence courses, etc.).
3. Similarly, the Enlisted Employee Review System (EERS) also provides input to promotion and assignment processes. Chapter 5-C-3-b of reference (a) states *"Advancement is based on the member's final multiple which is composed of the following factors: Examination Score, performance factor (EERS), Time in Service, Time in Grade, Medals and Awards, and Sea Duty."*
4. Evaluations should take into consideration the rate at which members earn competencies and if performance deficiencies indicate that a previously earned competency should be revoked. Both the officer and enlisted evaluation systems account for making and recording these decisions, as follows:
 - a. The Officer Evaluation Report (OER) addresses these issues in Section 3, Performance of Duties, Item e: Professional Competence. Competence is described as *"Ability to acquire, apply and share technical and administrative knowledge and skills associated with description of duties."* An evaluation mark of 4 (on a 7 point scale) would be earned by performance described as follows: *"Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading."*
 - b. The Enlisted Employee Review System (EERS) requires an evaluation of competency by the designated rating chain. This is covered by the EERS form in Section 3 (Performance Factor), Item 1 (Professional/ Specialty Knowledge). In general, any enlisted member who receives a mark of 2 or less in Section 3-1 should also have any existing competencies reviewed using the process listed above in paragraph 4.

5. Table 3-4 shows the basic information requirements, primary users of that information, and information analysts as they apply to performance evaluations. The “Primary Information Analyst” column shows the member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing it, and making it available to the “Primary Information Users.”

Table 3-4. Evaluation Information Requirements.

Primary Information Users	Information Requirements	Primary Information Analyst
Members Supervisors	A list of competencies required of any particular position. Access to all positions should be made available to all members.	POC Designated by Unit CO
Unit CO	List of competencies possessed by members of an individual unit.	POC Designated by Unit CO

F. Promotion and Advancements.

1. Promotions are directly related to evaluations. The highest performers should be promoted in a best-qualified system. As discussed in the previous section, members who are in the most efficient pursuit of and/or best fulfill the competency requirements of a position should receive the appropriate recognition in the applicable sections of the performance evaluation. Therefore, both evaluations and promotions are based partly on competencies.
2. Personnel boards make promotion decisions for officers while the enlisted advancement system makes decisions for enlisted personnel based on the member's final multiple, which is composed of six factors: examination, performance evaluations, time in service, time in grade, awards, and sea service.
3. Policies for personnel boards making officer promotion decisions are contained in reference (a), Chapter 14: *“The diversity of officer assignments in the Coast Guard makes it impossible for any officer to be qualified for all of them.”* While technical specialization tends to be more important in the lower ranks and grades, leadership and management become more important later in one’s career. For officers, most important are the four factors outlined in Section 14.A.3, which states that boards must consider the following criteria when making promotion decisions performance, professionalism, leadership, and education.
4. Policies for enlisted advancement decisions are contained in reference (a). As stated in Chapter 5-C-1 : *“The objective of the enlisted advancement system is to ensure the required degree of proficiency at the various grade levels within each specialty and promote those best qualified to fill vacancies which occur.”* Completion of courses, on the job training, and self-study are essential elements of this system and allow members to earn the competencies described in the Enlisted Qualifications Manual,

COMDTINST M1414.8 (series). That directive details qualifications for advancement for all rates.

- Table 3-5 shows the basic information requirements, users and analysts as they apply to promotions and advancements. The “Primary Information Analyst” column shows the member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing and making sense of it, and making it available to the “Primary Information Users.”

Table 3-5. Promotions/Advancement Information Requirements.

Primary Information Users	Information Requirements	Primary Information Analyst
Members Supervisors	A list of competencies possessed by each member of the CG. This should include training, education, licenses and certifications, and assignment history. This gives the Primary Information User the ability to look ahead and plan a career based on competencies that may be required/desired in future.	POC Designated by Unit CO
Promotion Board Members	A summary sheet (a one page document that lists a member’s competency portfolio) for any set of chosen members, or any particular individual. This may be used to support panels and boards.	CGPC

G. Separations.

- The Competency Management System can be used in decisions concerning separations of members from the Service. When a member’s job performance demonstrates that he or she is not capable of acquiring needed competencies, that factor should be considered when making a separation decision. Tracking an individual’s competencies also allows the Service to monitor the types of competencies lost when a member is separated from the Coast Guard.
- Commandant (CG-12A) shall track the competencies lost as members leave the Service in their periodic competency data pull. Just as monthly separation reports provide detailed information about members separating from the Service, the Competency Management System provides a means of monitoring the loss of competencies as members depart the workforce. The information collected will be used in workforce planning and forecasting efforts and help direct recruiting and training efforts. This information can also assist in evaluating unit and Service readiness.
- Policies for separation decisions are contained in reference (a). Policy concerning involuntary separation of enlisted personnel states in section 12-B-9, *“The Coast Guard can afford to retain only those members who better the organization as a whole. Occasionally members do not contribute to supporting the Coast Guard’s missions. By their unsatisfactory or disruptive performance, they prevent or obstruct other Service members’ responsible actions in meeting their obligations. Individuals whose*

*performance demonstrates they cannot or will not contribute to supporting the Coast Guard's missions **may** be discharged under this Article's procedures."* Decisions concerning involuntary officer separations are made in personnel boards following similar criteria as those listed in the promotion decisions section above.

4. Policy decision makers should also use this information when establishing retention incentives. It may prove to be more cost effective to invest limited resources in retention incentives instead of spending those same resources on recruiting and developing replacements for personnel lost through attrition.
5. Table 3-6 shows the basic information requirements, users and analysts as they apply to separations. The "Primary Information Analyst" column shows that member, unit or staff that will primarily be responsible for obtaining the information from DA, analyzing and making sense of it, and making it available to the "Primary Information Users."

Table 3-6. Separations Information Requirements.

Primary Information Users	Information Requirements	Primary Information Analyst
CG-12A	A list of competencies possessed by each member leaving the CG. This should include training, education, licenses and certifications, and assignment history.	CG-12A
CG-12A	A presentation of the aggregate competency gaps that exist between competencies required by the various positions throughout the CG and those possessed among the members.	CG-12A

H. Tailored Reports.

1. As addressed throughout this Manual, there are an unlimited number of custom queries that could be established to meet the various needs of PMs and other senior leaders and managers in the Service.
2. The following are a few examples of reports that could be developed for senior HR managers for tracking the flow of competencies into and out of the Service. Many of these reports can be developed by using the "Manage Competencies" module in DA. For more advanced and comprehensive queries, members must seek the assistance of PSC.
 - a. Competency;
 - b. Overall Service Requirement (Number of Positions that Require this Competency);
 - c. Overall Current Inventory (Number of Personnel who hold this competency and are assigned to Positions with this Competency Requirement);

- d. Percentage of Current Requirements being Met (or difference between b and c);
- e. Number of Competencies Lost in Current Time Period;
- f. Number of Competencies Earned in Current Time Period;
- g. Overall Trend of Growth / Decline (difference between e and f); and
- h. Estimated cost to acquire this competency.

I. Unit Guide to Actions.

1. Unit command cadre and assigned Points Of Contact (POC) will be primary users of Competency Management System information. The following listed actions, consolidated from various sections of this Manual, are those that unit COs will be expected to carry out within the scope of routine personnel management command activities.
 - a. Review the competency portfolios of all personnel assigned to unit; ensure they are credited with competencies earned.
 - b. Review competencies associated with the unit PAL each time a new member rotates into a position; make recommendations for changes through the chain of command. Validate PAL in conjunction with assignment.
 - c. Guide, direct and assist unit personnel in providing proper documentation to SPOs for changes to personnel competency portfolios. Award competencies earned by members; submit appropriate data entry forms.
 - d. Ensure members review their own portfolios.
 - e. As appropriate, propose the establishment of new competencies or changes to existing competencies.
 - f. Make decisions concerning removal of previously earned competencies from members who no longer meet the stated criteria for possessing them. Review competency portfolio of any member who receives a mark of 3 or less in the following sections of the evaluation form:
 - (1) For officers, Section 3 (Performance of Duties), Item e (Professional Competence).
 - (2) For enlisted members, Section 3 (Performance Factor), Item 1 (Professional/Specialty Knowledge).
 - g. Use information from the Competency Management System to complete IDPs and develop Unit Training Plans.

APPENDIX A - DIRECT ACCESS AND THE COMPETENCY MANAGEMENT SYSTEM**A. Overview**

1. The purpose of this Appendix is to describe the use of Direct Access (DA) in support of the Competency Management System. DA is the database and associated software that collects, stores, sorts and reports data required by the Competency Management System. This Appendix provides an overview of the capabilities in Direct Access as they relate to the Competency Management System. This Appendix does not supplant policy and procedures covering the operation of DA as established by Commandant (CG-102) or Personnel Service Center (PSC) Topeka.
2. The Competency Management System exists to link and align interdependent human resources (HR) system components with the Coast Guard's strategic direction and mission requirements. Because the Competency Management System identifies workforce performance needs, as well as existing capabilities, it is the foundation for all workforce management decisions. Specifically, the Competency Management System supports these decisions by:
 - a. Promoting active comparisons between the competencies required by positions (requirements) and the competencies held by members (capabilities); and
 - b. Ensuring that the information from those comparisons is used to make personnel management decisions that reduce gaps between the requirements and the capabilities across the Service and over time.
3. DA supports the Competency Management System by meeting the information requirements of decision makers who perform personnel management activities. These personnel management activities include accessions, individual development, assignments, evaluations, promotions and separations. Within each of these activities there are roles for reporting, retrieving and analyzing information. Before using Direct Access, one needs to clearly understand the process and role being performed. This process and role clarity focuses the user's information requirements and guides interaction with the DA database.
4. Once the role and process are clarified, a variety of issues related to efficient and effective use of DA must be understood, including:
 - a. system access;
 - b. reporting or updating competencies (inputs); and
 - c. viewing or retrieving competencies, and generating reports (outputs).
5. These issues are discussed in greater detail below. Additional information may be obtained from user manuals, guides and tutorials promulgated by Commandant (CG-102) and Personnel Service Center (PSC) Topeka. These items are available online at <http://www.uscg.mil/hq/psc/cghrms/index.htm>.

B. System Access

1. Like many computer systems, DA relies on user names and passwords for security. This function is controlled by designated administrators who establish accounts identified by user name and password. During the process of establishing an account, administrators also confirm the role(s) and information requirements of the user. Permissions for data entry and retrieval are then configured to meet the user's role(s) and requirements.
2. Authorization to enter or obtain access to information in DA is directly related to the role being performed. DA controls system access through *permission lists* and *roles*. The *permission lists* control what a user can and can not access in the system. In most cases, users have a collection of *permission lists*. A collection of *permission lists* is a *role*.
3. There are two general permissions associated with competency management. These include the authority to report or update competencies (inputs), and the authority to view or retrieve competencies and generate reports (outputs). Each of these is discussed in more detail below:
 - a. Reporting or Updating Competencies (Inputs): Only authorized SPO users may enter or update member competencies. Units wishing to assume responsibility for maintaining competency information should coordinate their requests with the SPO and PSC.
 - b. Viewing or Retrieving Competencies, and Generating Reports (Outputs). The ability to see and use information in DA is based on the roles provided to the user. Some of the roles that can be used in viewing or retrieving competencies and generating reports include *Individual User*, *Command User*, *Assignment Officer*, and *Global Workforce Inquiry Solution (GWIS) User*.
 - (1). Once a member has established an account, *individual users* can view information contained in their record, including competencies. This is done through the "Self-Service" function in DA. Members are encouraged to regularly review their competencies as recorded in DA and take appropriate corrective action to ensure the data is accurate and complete. Such a review is especially appropriate in conjunction with submission of the e-resume, as AOs rely on the competencies contained in DA as one of the determinants in the assignment process.
 - (2). The *Command User* designation provides access to the "Self-Service for Commands" functions of DA. It is a powerful, multipurpose designation, intended for use by trusted, mature and responsible members of the command cadre. The *Command User* designation provides the ability to view command information including the unit roster and the unit PAL. It also allows viewing of member service record information (CG Member

Info) including competencies. This designation is used to generate and view unit competency reports.

- (3). To access the Assignment System in DA, you must be an **Assignment Officer** (AO) at Coast Guard Personnel Command (CGPC) or an Integrated Support Command (ISC) (fot/pf), Reserve Assignment Officer.
- (4). Access to the **Global Workforce Inquiry Solution (GWIS)** is limited to COs/OICs, XOs/XPOs, HQ, CGPC, Area, District and ISC staff members who have a need to view Coast Guard HR information. The GWIS provides the capability to view personnel data for members within a given area of responsibility. Through menus, GWIS provides easy access to competency data in DA in various categories including **information on a location, information on a person, information on a position, and finding a member by skills.**

C. Reporting or Updating Competencies

1. Because only authorized SPOs users may enter or update member competencies, procedures for this process will not be summarized in this Appendix. Members or units who desire to correct or update competencies contained in DA should do so by submission of a letter or Career Development Worksheet (CG PSC-2030) to the SPO. The procedures for submission of documentation related to competencies from members/units to SPOs are specified in Chapter 4-C of reference (c).

D. Viewing or Retrieving Competencies and Generating Reports (Outputs).

1. This section will provide examples of specific search, retrieval and report capabilities of DA. The ability to skillfully manipulate data contained in DA does require familiarity with the system. Those who invest the time to develop or maintain the skill level required to navigate the system will find it easy to perform desired manipulations or data queries. As with any skill, regular use will improve the user's ability to quickly and accurately take advantage of DA's capabilities and obtain the desired outputs from the system.
2. The investment in time and effort to learn the system will benefit the member and the Service over time as individuals rotate between assignments. Standardized queries should preclude the need to "reinvent the wheel," as a member reports to a new assignment and recognizes the need to create some new database or report. Collecting and maintaining data in one central standardized format is less expensive than the thousands of small efforts that are currently being developed and maintained at units throughout the service on local spreadsheets and databases. There should also be a reduction in data calls or efforts to update required elements of information. Moreover, DA provides Service-wide access, a common set of retrieval and analytical tools and one single set of data. Thus any and all stakeholders will have a common operating picture of personnel data, including competencies.

3. Despite the cost of learning the system, the benefits of DA are numerous, including an incredibly powerful search or sort capability. The types, order and presentation of data from DA are limited only by one's imagination. For example, if a PM wants certain information contained in data fields to be available and presented in a manner that does not presently exist, such a display can be easily generated. Custom designed queries and searches are part of the functionality of the system, and as familiarity with the capabilities of the system increases, more of these custom queries will likely become the norm. The use of custom queries is highly encouraged as a means of monitoring and managing the workforce.
4. Every member and unit can obtain appropriate permissions and roles that will allow them to view or retrieve competency information contained in DA. These permissions can also be used to generate reports. If a unit or member's existing permission is not adequate to meet the information requirements of assigned duties, additional permissions should be requested as discussed in the previous section entitled **System Access**.
5. Because of the extremely large number of combinations that exist to obtain outputs from the system, this section can only cover a few select examples to illustrate the system's capabilities. Those examples will include:
 - a. A member preparing to submit an e-resume.
 - b. A PM wants to identify the pool of members who currently hold the competency of Small Arms Instructor.
 - c. An Executive Petty Officer (XPO) wants to counsel a BM2 on the competencies required to become eligible for a future assignment as XPO.
 - d. An AO wants to identify the competencies of candidates who have submitted e-resumes indicating an interest in being assigned to a certain position.
 - e. An ISC (fot/pf) needs to find three reservists for a short-term active duty assignment providing Force Protection. The members must hold weapons qualifications.
6. Each example assumes that the member has obtained access to the system through their individual user name and password, and completed logon to DA. Regardless of the number or format shown in the examples, competency reports from DA are intended to answer two basic questions:
 - a. What are the competencies required by the position; and
 - b. What are the competencies held by the member?

Example # 1: A member is preparing to submit an e-resume and wants to verify his Competencies. To obtain a list of Individual Competencies, the member logs on to DA and uses the Self Service role to perform the following tasks:

Step 1: The user navigates through the following tabs: *Home > Self Service> Employee> View > Member Information.*

Step 2: The user enters the member's employee identification number in the box labeled *EMPLID*, and clicks the yellow *Search* button.

Step 3: This moves the user to a new screen that contains several panels of information about the member. The user selects the tan tab labeled *Competencies*.

Step 4: This moves the user to a new screen where the Member's competencies are displayed. This information may then be printed, if desired.

- Description: Full title of the competency.
- Effective Date: Actual date that the competency was earned.
- Verified By: Method of verification, chosen from a pull down menu.
- Year Acquired: Should reflect the same year as Effective Date column.
- Year Last Used: most recent year that the competency was actually used. For example, if a member was an underway Officer of the Deck (U/W OOD) on a WHEC 378, and transferred off the ship in 2002, the date in this column would be 2002.
- Years of Experience: Total number of years the member has exercised the competency.

Example # 2: A PM wants to identify the pool of members who currently hold the competency of Small Arms Instructor.

Before beginning, the user will need to have some required elements of information. If the user does not have the required information, a search may be performed to obtain it. In this case, the user will first identify the competency code for Small Arms Instructor using the Competency Dictionary. After viewing the Competency Dictionary, the PM confirms that the competency code for Small Arms Instructor is "OPSHH". Next the PM logs on to DA and uses the GWIS role function to perform the following tasks:

Step 1: The user navigates through the following tabs: *Home > Develop Workforce > Manage Competencies > Report > Competencies.*

Step 2: Since the user has never performed this inquiry, a new value must be added. Therefore, the user selects the *Add a New Value* button.

Step 3: This moves the user to a new screen entitled *Add New Value*. The user enters a title for the report in the box labeled *Run Control ID* and clicks the yellow *Add* button.

Step 4: This moves the user to the next screen, where the user must select the search area. The choices are *ISC, PERSRU or DEPTID*. In this case, the PM is interested in identifying any Small Arms Instructors currently assigned to CG Headquarters. Therefore, the user enters “000748” in the *DEPTID* box and “OPSHH” in the *Competency* box. (Note: If the user expects to repeat this inquiry at a future time, the user should click the yellow *Save* button. The “Save” function stores the information from this search for a future use as described in the section below.) Next, the user clicks the yellow *Run* button.

Step 5: This moves the user to a new screen entitled *Process Scheduler Request*. The user selects the *PSUNX* choice in the Server Name field. Next, the user clicks the yellow *OK* button.

Step 6: To view the report, the user navigates through the following tabs: *Home > People Tools > Report Mgr > Inquire > Report List*.

Step 7: In the *Details Column* the user selects *View*.

Step 8: This moves the user to a new screen. The user selects the item with the suffix *.pdf* and the requested report is displayed in an Adobe Acrobat format that can then be printed, saved or transmitted via email.

Note: If the PM has previously performed this inquiry, the sequence of steps is as follows:

Step 1: The user navigates through the following tabs: *Home > Develop Workforce > Manage Competencies > Report > Competencies*.

Step 2: Since the user has performed this inquiry before, the title used for the report and previously entered in the box labeled *Run Control ID* is entered in that box, and the user clicks the yellow *Search* button.

Step 3: This moves the user to the next screen, where the user will see the parameters from the previous search. The number “000748” is displayed in the *DEPTID* box and the letters “OPSHH” are displayed in the *Competency* box. Next, the user clicks the *Run* button.

Step 4: This moves the user to a new screen entitled *Process Scheduler Request*. The user selects the *PSUNX* choice in the Server Name field. Next, the user clicks the yellow *OK* button.

Step 5: To view the report, the user navigates through the following tabs: *Home > People Tools > Report Mgr > Inquire > Report List*.

Step 6: In the *Details Column* the user selects *View*.

Step 7: This moves the user to a new screen. The user selects the item with the suffix *.pdf* and the requested report is displayed in an Adobe Acrobat format that can then be printed, saved or transmitted via email.

Example # 3: An Executive Petty Officer (XPO) wants to counsel a BM2 on the competencies required to become eligible for a future assignment as XPO. This requires a comparison between the competencies required by XPO positions on the PAL with the competencies currently held by the BM2.

Before beginning, the user will need to have the position number. If the user does not have the position number, a search may be performed to obtain the required information. In this case, the user knows that the XPO position number is “00002665.”

Next, the user logs on to DA and uses the Command User function to perform the following tasks:

Step 1: The user navigates through the following tabs: *Home > Develop Workforce > Plan Careers > Use > CG Member*.

Step 2: The user enters the member’s employee identification number in the box labeled *EMPLID*, and clicks the yellow *Search* button.

Step 3: This moves the user to a new screen, where the user selects the tan tab labeled *Competencies*.

Step 4: This moves the user to a new screen where the Member’s competencies are displayed. This information may then be printed, if desired.

Step 5: The user then obtains information on the competencies required by the XPO position, by navigating through the following tabs: *Home > Develop Workforce > Manage Competencies > Use > Competencies*. The user then enters the Position Number in the appropriate box and clicks the yellow *Search* button.

Step 6: This moves the user to a new screen where the competencies associated with the position are displayed. This information may then be printed if desired.

Note: Alternative Method to obtain member competencies:

Step 1: The user navigates through the following tabs: *Home > Develop Workforce > Manage Competencies > Report > PDIF*.

Step 2: This moves the user to a new screen entitled “Find an Existing Value”. Since the user has never performed this inquiry, a new value must be added. Therefore, the user selects the *Add a New Value* button.

Step 3: This moves the user to a new screen entitled *Add New Value*. The user enters a title for the report in the box labeled *Run Control ID* and clicks the yellow *Add* button.

Step 4: This moves the user to the next screen, where the user must enter the member's EMPLID. (Note: If the user expects to repeat this inquiry at a future time, the user should click the yellow *Save* button. The "Save" function stores the information from this search for future use as described in the section below.) Next, the user clicks the yellow *Run* button.

Step 5: This moves the user to a new screen entitled *Process Scheduler Request*. The user selects the *PSUNX* choice in the Server Name field. Next, the user clicks the yellow *OK* button.

Step 6: To view the report, the user navigates through the following tabs: *Home > People Tools > Report Mgr > Inquire > Report List*.

Step 7: In the *Details Column* the user selects *View*.

Step 8: This moves the user to a new screen. The user selects the item with the suffix *.pdf* and the requested report is displayed in an Adobe Acrobat format that can then be printed, saved or transmitted via email.

Once the information is obtained, it can be used to complete the Individual Development Plan process as described in Chapter 3-B of this document.

Example #4: An AO at CGPC wants to identify the competencies of candidates who have submitted e-resumes indicating an interest in being assigned to a position at a station in the 13th Coast Guard District. The member currently assigned to the position has been reassigned on short notice, and a replacement must be identified.

Before beginning, the user will need to have some required elements of information. If the user does not have the required information, a search may be performed to obtain it. To obtain this information, the user will need to have the position number, job requisition number, or job code. If the user does not have the position number, a search may be performed to obtain the required information. In this case, the user knows that the position number is "00002665."

Next the user logs on to DA and uses the AO business process map to perform the following tasks:

Step 1: Open the *Slate Development/Order Processing* menu.

Step 2: Select *ID Qualified Members*. (Or open the *Special Assignments* menu. Select *ID Qualified Members*).

Step 3: Enter “00002665” in the box labeled *Position Number*, then press the *Search* button, and select from the available list. (The Search could also be performed using a job requisition number or job code).

Step 4: This moves the user to a new page where the information may be viewed.

Example #5: An ISC (fot/pf) needs to find three reservists for a short-term active duty assignment providing Force Protection. The members must hold weapons qualifications.

Before beginning, the user will need to have some required elements of information. If the user does not have the required information, a search may be performed to obtain it. To obtain this information, the user will need to know the ISC DEPTID and the competency codes for weapons qualifications. If the user does not have the information, a search may be performed to obtain the required information. In this case, the user knows that the ISC DEPTID is “000054” (ISC Seattle) and that the competency codes for weapons are “MAREP” (Pistol), “MARES” (Shotgun) and “MARER” (Rifle).

Step 1: The user navigates through the following tabs: *Home > Develop Workforce > Manage Competencies > Report > Competencies*.

Step 2: This moves the user to a new screen entitled “Find an Existing Value” Since the user has never performed this inquiry, a new value must be added. Therefore, the user selects the *Add a New Value* button.

Step 3: This moves the user to a new screen entitled *Add New Value*. The user enters a title for the report in the box labeled *Run Control ID* and clicks the yellow *Add* button.

Step 4: This moves the user to the next screen, where the user must select the search area. The choices are *ISC, PERSRU or DEPTID*. In this case, the PM is interested in identifying any Small Arms Qualifications of reservists at various units in the ISC’s Area of Responsibility (AOR). Therefore, the user selects the ISC button and enters “000054” in the *DEPTID* box and “MAREP” in the *Competency* box. Since the user also wants to search for Pistol and Shotgun Qualifications, the user clicks the yellow *Plus* sign in the competency field and another slot is provided for entering the “MAREP” data for pistol. The user repeats this same sequence to enter the “MARES” data for the shotgun qualification. Since the user only wants to identify Selected Reservists, the user enters “D” in the *Empl Class* box. (Note: If the user expects to repeat this inquiry at a future time, the user should click the yellow *Save* button. The “Save” function stores the information from this search for a future use as described in the section below.) Next, the user clicks the yellow *Run* button.

Step 5: This moves the user to a new screen entitled *Process Scheduler Request*. The user selects the *PSUNX* choice in the Server Name field. Next, the user clicks the yellow *OK* button.

Step 6: To view the report, the user navigates through the following tabs: *Home > People Tools > Report Mgr > Inquire > Report List*.

Step 7: In the *Details Column* the user selects *View*.

Step 8: This moves the user to a new screen. The user selects the item with the suffix *.pdf* and the requested report is displayed in an Adobe Acrobat format that can then be printed, saved or transmitted via email.

APPENDIX B - ANALYSIS PROCESS IN THE COMPETENCY MANAGEMENT SYSTEM

General Policy.

1. All entries to the Competency Dictionary must be based on an analysis of jobs and work performed.
2. A clear linkage must exist among the competencies, the work performed, and the mission requirements.
3. The analysis of competencies will be conducted in two phases, as follows:
 - a. Phase One. The biannual general review of the entire set of competencies within a PM's purview.
 - b. Phase Two. A more detailed analysis initiated and prioritized using Commandant (CG-132)'s Request for Analysis (RFA) form. Phase Two studies are conducted on a project basis. A Phase Two analysis will be conducted only when the Phase One review indicates a necessity to do so.

Roles, Responsibilities & Authorities.

1. PMs are responsible for the following:
 - a. The content of the competencies and connection to the mission requirements;
 - b. Conducting a regular review (Phase One) and validating the competencies within their purview;
 - c. Initiating further analysis of competencies (Phase Two) when Phase One results indicate the necessity;
 - d. Establishing and proposing changes to competencies through submission of CG-5311A, Request to Create, Change, or Inactivate a Competency, see enclosure (2).
2. Commandant (CG-132) is responsible for the following:
 - a. Establishing procedures pertaining to the analysis of jobs and work performed;
 - b. Assisting PMs with further analysis (Phase Two) when Phase One results indicate the necessity;
 - c. Managing Coast Guard human performance analysis (Phase Two) projects.

Phase One Procedures.

1. PMs will conduct the regular review and validation of competencies within their purview using the following **“Guiding Questions.”**

- a. Have any major changes in law, strategy, mission, or policy occurred since the last competency review that directly impact positions within your Program? If so, are a large percentage of positions affected?
 - b. Does the Program have any obvious performance shortfalls?
 - c. Have any major technological improvements (new class of cutters, new airframe, new computer operating systems, etc.) been introduced into the Program since the last competency review?
 - d. Has the workforce experienced significant growth or reduction since the previous competency review? If so, what impact has the growth or reduction had on the Program workforce?
 - e. In general, is the workforce meeting the needs of the Program?
 - f. Are the competencies aligned with the missions, goals, policies, and procedures of the Program?
 - g. Does a Program have any competencies that are no longer needed? If so, why?
 - h. Do any competencies need to be added to the Program set? If so what are they and why are they needed?
 - i. Should the competency be applied to every person in the Program (which would be called a Program Core Competency), or only select positions within the Program?
2. The answers to these questions should begin to reveal to the PMs a potential need to change and/ or update their existing competencies. The process may generate a list of competencies that need adjustment, and the PM should do so accordingly. *In most cases, a Phase Two review will not be necessary.* However, in some cases the answers may indicate that changes within the Program are of a scope and magnitude that a more comprehensive and detailed analysis of work requirements is necessary. PMs should contact Commandant (CG-132) to discuss the results. The PM and Commandant (CG-132) should decide jointly that a Phase Two review is necessary.

Phase Two Procedures.

1. Based on results of the regular review, PMs will initiate Phase Two analysis by submitting the RFA form to Commandant (CG-132). Instructions for completing the form are available in "Volume 2 – Analysis; Standard Operating Procedures for the Coast Guard's Training System."
2. Commandant (CG-132) will validate the RFA by ensuring the analysis project meets the following criteria:
 - a. Project is directly related achieving a validated program requirement;

- b. Program requirement is aligned with achieving the Coast Guard's goals and objectives;
 - c. Adequate information exists to support an analysis.
3. Following validation, Commandant (CG-132) will prepare a recommendation for disposition of the RFA and forward it to the Coast Guard Training and Advisory Counsel (CGTAC) for prioritization.
 4. Based on the CGTAC prioritization decisions, Commandant (CG-132) maintains the Coast Guard Training System Standard Operating Procedures. Based on CGTAC's prioritization of RFAs, required analyses will be conducted following procedures in Volume 2 – Analysis; Standard Operating Procedures for the Coast Guard's Training System. Commandant (CG-132) will assign a Point of Contact (POC) for the duration of the project. The POC will be responsible for providing coordination with PMs during the project. The coordination will include periodic updates throughout the project and commentary on draft reports. The unit/contractor conducting the analysis will brief the final report to client(s) and appropriate stakeholders.
 5. Typically, this final briefing signifies the end of the analysis project. The final report will include actions required for implementation in a comprehensive Plan of Action and Milestones (POAM).
 6. Beyond the various human performance interventions that may result from a Phase Two analysis, the report should also give PMs insight into new and/or modified competencies needed in the Program's competency set.
 7. PMs should summarize key points from the Phase Two analysis report in the *Rationale and Analysis* section of Competency Change Forms submitted to Commandant (CG-1B1).

U. S. Department of Homeland Security U. S. COAST GUARD CG-5311 (10-05)		REQUEST TO ASSIGN COMPETENCIES, EDUCATION, OR OFFICER SPECIALTY TO A POSITION					
SECTION I. General Information (Complete for all requests)							
1. Requesting Unit or Program			2. Date of Request				
3. POC Name		4. POC Telephone Number	5. POC Email Address				
6. Nature of Request (Pick One) <input type="radio"/> New Position Request <input type="radio"/> Existing Position Update							
7. Provide a brief explanation for this assignment or change							
8. Position Number		9. Position Title		10. Dept/Unit ID			
SECTION II. Competency and Other Requirements							
PART A. Competencies							
11. Competency Assignments (Enter Competency Code, Title, and Importance)							
Competency Code	Competency Title	Importance (5=High)					
		5	4	3	2	1	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
PART B. Other Requirements							
12. Desired Experience (Indicate if this position requires some specific amount of experience and/or prior assignments)							
13. Education Requirements (Enter Degree Code, Level, Title [major], and Importance)							
Degree Code	Degree Level	Degree Title	Importance (5=High)				
			5	4	3	2	1
			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Experience in lieu of Education (Indicate acceptable alternative ways to meet educational requirements, if any)							
15. Licenses and/or Certifications Requirements (Enter License/Certification Code, Title, and Importance)							
Lic/Cert Code	License/Certification Title	Importance (5=High)					
		5	4	3	2	1	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
16. Comments							
SECTION III. Officer Specialty Designation (Complete for Officer Positions Only)							
17. Officer Specialty/Subspecialty Assignment							
Code	Specialty Title	Code	Sub Specialty Title				

U. S. Department of Homeland Security U. S. COAST GUARD CG-5311 (10-05)	REQUEST TO ASSIGN COMPETENCIES, EDUCATION, OR OFFICER SPECIALTY TO A POSITION	
SECTION IV. Review and Approval (To be completed by CMSA Staff)		
18. Date Received	19. Date Reviewed	
20a. If request was not originated by Program Manager, include Program Manager feedback/comments		
20b. Program Manager Endorsement <input type="radio"/> Approved <input type="radio"/> Approved as modified <input type="radio"/> Disapproved	20c. Date	
20d. Program Sponsor specific reason request was modified or disapproved		
21a. If request is for Officer Specialty, include CG-12A feedback/comments		
21b. CG-12A Endorsement <input type="radio"/> Approved <input type="radio"/> Approved as modified <input type="radio"/> Disapproved	21c. Date	
21d. Program Sponsor specific reason request was modified or disapproved		
22a. Competency Administrator Final Disposition of Request <input type="radio"/> Approved <input type="radio"/> Approved as modified <input type="radio"/> Disapproved	22b. Date	
22c. Competency Administrator specific reason request was modified or disapproved.		
23. TMT/ALMIS Notified (if applicable)		
24. Date Entered into Direct Access	25. Name/Signature of Authorizing Official	

Instructions for completing form CG-5311 – Request to Assign Competencies, Education, or Officer Specialty to a Position.

SECTION I – General Information, complete for all requests.

1 – 5. Enter identification and contact information for the person to be contacted with questions or notification when complete.

6. Check the box corresponding to the position status. Select New Position Request for newly created and reprogrammed positions. Select Existing Position Request to change competency or education information on an existing position.

7. Provide a brief explanation of why the action is required.


8. Enter the 8 digit position number from the PAL.

9. Enter the position title. If you selected New Position Request in question 6, and the position is being reprogrammed, enter the new (after reprogramming) title.

10. Enter the 6 digit department ID number for the department that the position is assigned. If you selected New Position Request in question 6, and the position is being reprogrammed, enter the new (after reprogramming) Dept ID.


SECTION II – Competency and Other Requirements.

11. Enter the code and title of the competencies requested for this position. It is important that the codes and titles match those appearing in the competency dictionary. The code can be found in the Competency Dictionary at <http://www.uscg.mil/hq/psc/da/CompetencyDictionary.xls>. Check the box corresponding to the importance of the competency, see chart below. You may have more than one competency at a given level. You do not have to use all levels. Competencies should be listed in order of importance.

	Level	Description
1	None	Competency included for professional development purposes, but is not necessary for execution of primary responsibilities of position.
2	Below Average	Competency is position relevant: necessary for backup support, cross-training. Includes non-critical collateral duty responsibilities.
3	Average	Competency is position important: performance in the position would likely be degraded without the competency.
4	Above Average	Competency is position essential: can not sustain operations as necessary for normal workload. Includes critical collateral duty responsibilities.
5	High	Competency is position critical. An individual's or unit's primary duties cannot be accomplished without the person in this position possessing this competency.

12. Enter any desired experience for the position. This can be years at a given type of unit, with the competencies listed above, or prior leadership roles. This field is optional.

13. Enter the code and title of the education (degree) requested for this position, if any, up to 3. It is important that the codes and titles match those appearing on the Education tab of the Competency Dictionary at <http://www.uscg.mil/hq/psc/da/CompetencyDictionary.xls>. Check the box corresponding to the importance of the education, see chart below. You may have more than one degree at a given level, matching the importance chart below. You do not have to use all levels. Education should be listed in order of importance. If the required education (degree title or level) is not listed, leave the code blank and enter the required level and title. In the comments block, Question 16, provide an explanation of the requirement, cite the Coast Guard Advanced Education program supporting the education and at least one school that offers the program.

	Level	Description
1	None	Included for professional development purposes, but is not necessary for execution of primary responsibilities of position.
2	Below Average	Is position relevant. Necessary for backup support or cross-training. Includes non-critical collateral duty responsibilities. Indicated or related education would greatly improve the member's ability to perform the duties of the position.
3	Average	Is position important. Performance in the position would likely be degraded without this qualification. This level indicates any degree in this academic area. Example: Bachelor of Engineering, level 3, a BS in Civil Engineering, BS in Mechanical Engineering, or BS in Naval Engineering will fill the requirement. Contact the HQ Program Manager for a determination of education suitability.
4	Above Average	Is position essential. This education is designated by the HQ Program Manager. The individual's or unit's primary duties cannot sustain operations as necessary for normal workload without the person in this position possessing this education. All entries at this level are considered as alternatives to each other, but one is required. Example: MS Electrical Engineering & MS Computer Engineering, both are level 4, either degree will fill the requirement.
5	High	Is position critical. This degree is designated by the HQ Program Manager. An individual's or unit's primary duties are at risk without the person in this position possessing this education. All entries at this level are considered equal and are required. Example: MS Civil Engineering & Master of Business Administration, both are level 5, both degrees are required.

14. Enter any desired experience that can be substituted for education in this position. This can be years at a given type of unit, with the competencies listed above. This field is optional.

15. Enter the code and title of any certification or license requested for this position, if any. It is important that the codes and titles match those appearing on the "Lic-Cert" tab of the Competency Dictionary at <http://www.uscg.mil/hq/psc/da/CompetencyDictionary.xls>. Check the

box corresponding to the importance of the license/certification, see the competency chart from Question 11. You may have more than one license/certification at a given level, matching the importance chart. You do not have to use all levels. Licenses/certifications should be listed in order of importance. If the requested license/certification is not listed, leave the code blank and enter the name/title. In the comments block, Question 16, provide an explanation of the requirement and provide the issuing authorities name and contact information.

16. Comments as required or to provide background/explanatory information for this request.

SECTION III – Officer Specialty Designation.

17. Enter the Officer Specialty. This question only applies to officer positions. Do not enter anything for enlisted, warrant, or civilian positions. Enter the code and title of the officer specialty and sub-specialty required for this position. It is important that the codes and titles match those appearing on the OBC tab of the Competency Dictionary at <http://www.uscg.mil/hq/psc/da/CompetencyDictionary.xls>.

Section IV – Review and Approval.

This section will be completed by the CMSA and Program Manager/Sponsor. Do not enter any information in this section.

Submit the completed form via your Chain of Command to Commandant (CG-1B1).

U. S. Department of Homeland Security U. S. COAST GUARD CG-5311A (10-05)	<h1>REQUEST TO CREATE, CHANGE OR INACTIVATE A COMPETENCY</h1>	
SECTION I. General Information (Complete for all requests)		
1. Requesting Unit or Program	2. Date of Request	
3. POC Name	4. POC Telephone Number	5. POC Email Address
6. Nature of Request (Pick One) <div style="display: flex; justify-content: space-around;"> <input type="radio"/> Create New Competency (Complete Section II) <input type="radio"/> Modify Existing Competency (Complete Section III) <input type="radio"/> Inactivate Existing Competency (Complete Section IV) </div>		
7. Provide brief explanation of why the competency is being created, changed, or inactivated 		
SECTION II. New Competency Information (Complete for creating a new competency only)		
8. Proposed Competency Title		
9. Full Competency Description (Carefully describe the competency and what the competency holder is qualified/able to do) 		
10. Qualification Requirements (What specific steps/qualifications/training courses/etc. must the person complete in order to obtain the competency) 		
11. For competencies requiring the completion of formal training, indicate USCG course code or outside training source and title 		
12. For competencies requiring the completion of formal education, list degree or course requirements, why the education is required, and supporting Adv Ed program 		
13. Target Audience (Explain which enlisted rating, officer specialty/sub-specialty, or civilian grade/series the competency applies to) 		
14. Competency Expiration Information (Once earned, is the competency permanent or does it expire after period of non-use?) 		
15. Currency Requirements (Explain the requalification/recertification requirements to maintain currency in the competency) 		
16. Awarding Official (Indicate the title of the person authorized to certify the completion of requirements and grant the competency to individuals) 		
17. Data Entry Information (Explain how the competency data will be entered into Direct Access; i.e., Unit admin office, PERSRU, TMT, etc...)		

U. S. Department of Homeland Security U. S. COAST GUARD CG-5311A (10-05)	REQUEST TO CREATE, CHANGE OR INACTIVATE A COMPETENCY	
SECTION III. Competency Change Information (Complete if requesting change to an existing competency)		
18a. Competency Title	18b. Competency Code	
19. Describe Changes Requested		
20. If changes require competency to be replaced with a new competency, indicate whether current competency holders should automatically receive the new competency or must qualify/recertify under the new competency requirements <input type="radio"/> N/A <input type="radio"/> Receive <input type="radio"/> Requalify		
SECTION IV. Competency Inactivation Request (Complete if requesting inactivation of existing competency)		
21a. Competency Title	21b. Competency Code	
22. If competency is being replaced or merged with another competency, indicate whether current positions should receive the replacing competency or the competency removed <input type="radio"/> N/A <input type="radio"/> Remove <input type="radio"/> Replace Replacement Code: _____		
23. If competency is being replaced or merged with another competency, indicate whether current competency holders should automatically receive the replacing competency or must qualify/recertify under the new competency requirements <input type="radio"/> N/A <input type="radio"/> Requalify <input type="radio"/> Receive Replacement Code: _____		
SECTION V. Review and Approval (To be completed by CMSA Staff)		
24. Date Received	25. Date Reviewed	
26. If request was not originated by sponsor, include sponsor feedback/comments		
27a. Sponsor Endorsement <input type="radio"/> Approved <input type="radio"/> Approved as modified <input type="radio"/> Disapproved	27b. Date	
26c. Program Sponsor specific reason request was modified or disapproved		
28a. Competency Administrator Final Disposition of Request <input type="radio"/> Approved <input type="radio"/> Approved as modified <input type="radio"/> Disapproved	28b. Date	
28c. Competency Administrator specific reason request was modified or disapproved.		
29. Competency Dictionary Information		
a. Competency Code	b. Competency Short Description	
c. Competency Description (Title)	d. Competency Type(s)	
e. Competency Category		
f. Competency Proficiency Rating Scale	g. Competency Sponsor	
30. TMT/ALMIS Competency Information (if applicable)	31. Date Entered into Dictionary	
32. Date Entered into Direct Access	33. Name/Signature of Authorizing Official	

Instructions for completing CG-5311A – Request to Create, Change, or Inactivate a Competency.

SECTION I – General Information, complete for all requests.

1 – 5. Enter identification and contact information for the person to be contacted with questions or notification when complete.

6. Check the box that indicates the action being requested.

Create New Competency; select to create a **new** competency.

Modify Existing Competency; select to make changes in description, requirements, or currency of an existing competency. Also select this to make corrections to an existing competency.

Inactivate Existing Competency; select to inactivate a competency, will no longer be valid for position assignment or member earning.

7. Provide a brief explanation of why the action indicated in question 6 is required.

SECTION II – New Competency Information. Complete for New (Create) Competency requests.

8. Provide the proposed title for the competency. The title is limited to 30 characters. The proposed title may be changed to conform to competency system standards or to avoid conflict with another competency title.

9. Provide a description for the competency. This should be in the form of what the holder can do (what performance is expected), examples are:

Service, maintain, troubleshoot and repair all aircraft electrical and indicating systems. Can perform routine maintenance and troubleshooting of all HH-60 electrical systems and components.

Operates and maintains the Fairbanks Morse diesel engine found on Coast Guard vessels. Can perform Coast Guard required preventive and corrective maintenance to this engine. Can also perform corrective and heavy maintenance such as an engine overhaul.

10. Provide the complete qualification requirements for the competency. What training, PQS/JQR, experience, OJT or other requirements must be met in order to receive the competency. Provide complete PQS form numbers and names or Commandant Instruction number(s) and title(s) that contain the requirements or must be complied with, examples are:

Successfully complete the Navy Fairbanks-Morse maintenance and operations course. Navy course A-652-0323 (CG course 500792).

Complete Surfman (47' MLB) PQS and be certified by CO/OIC as a Surfman (47' MLB) in accordance with Boat Operations Manual COMDT M16114.32 (series).

11. If the competency requires the completion of formal training, resident, non-resident, distance learning, commercial, etc, in whole or in part to earn this competency, list the course code(s) and title(s) here. This must match the course codes listed in question 10.

12. If earning the competency requires the completion of a Coast Guard sponsored Advanced Education program, enter the degree level (BS, MS, etc) and major (title). Also enter the sponsoring program name.

13. Describe the target audience – what type of positions the competency will be assigned and who can be expected to earn it. You do not have to list position numbers here, position assignments are completed using form CG-5311. Examples of audience include: All DC's on Buoy Tenders, C4IT officers in the LT & LCDR level, BMI's at Station (Small)...

14. Enter the duration, in months, years, or end of tour, the competency is valid once earned by an individual. If the competency has currency requirements (requalification) make sure they are entered in question 15. Use this field to indicate of the member competency "expires" after a period of non-use e.g. after 5 years of non-use. If the competency does not expire or have a qualification period, enter NONE.

15. Enter the currency qualifications, if any, for the competency. Cite the specific requirements and/or the prescribing COMDTINST or PQS/JQR. If there no currency requirements, enter NONE.

16. Indicate by title that can authorize the competency has been earned by an individual. This is usually the CO/OIC, but also may be another person in the Chain of Command e.g. Training Officer, Aviation Maintenance Officer. Indicate if the authorization may be delegated.

17. Indicate if the competency is tracked in another system TMT or ALMIS. Provide the code and title of the Competency in the tracking system.

SECTION III – Competency Change Information. Complete when changing an existing competency.

18 (a and b). Enter the title and code of the competency requiring change. The code can be found in the Competency Dictionary at <http://www.uscg.mil/hq/psc/da/CompetencyDictionary.xls>.

19. Describe the required changes. Changes can be to the description or the requirements. Enter the description exactly as it should be presented in the Competency Dictionary. If the scope of the change is too large a new competency may have to be created, the CMSA staff will work with you an establishing any new competency.

20. If a new competency is required, indicate if persons who hold the current competency should automatically receive the new competency or will have to re-qualify for the new competency.

SECTION IV – Competency Inactivation Request. Use when you are inactivating a competency with no replacement.

21 (a and b). Enter the title and code for the competency that is being inactivated. The code can be found in the Competency Dictionary at <http://www.uscg.mil/hq/psc/da/CompetencyDictionary.xls>.

22. If the competency being inactivated is being merged with or replaced by, another competency, indicate what should happen to positions where the competency is assigned. Selecting Remove will cause the competency to be removed from all positions assigned, no other competencies will be changed. Selecting Replace will cause the replacing competency to be assigned in the place of the existing competency on all positions assigned. If you select replace, please enter the replacement competency code in the Replacement Code field.

23. If the competency being inactivated is being merged with or replaced by, another competency, indicate what should happen to individuals who hold the competency. Selecting Requalify requires person who currently hold the competency to re-qualify for the new competency. Selecting Receive will allow persons who currently hold the competency to automatically qualify for the new competency. If you select Receive, please enter the new competency code in the Replacement Code field.

Section V – Review and Approval. This section will be completed by the CMSA and Program Manager/Sponsor. Do not enter any information in this section.

Submit the completed form via your Chain of Command to Commandant (CG-1B1).